

Assess the current status and compare of knowledge management and its dimensions based on gold's model in selected sport organizations in Iran from their staff managers' view

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ABSTRACT

In this study the current state of was taken into account by comparing in selected sports organizations. This study is a descriptive one of survey research type that was conducted using field method. The population was all executive staff of the Ministry of Youth and Sports (28), the National Olympic Committee Executive Board (11), National Olympic Academy staff managers (15) and Premier Athletic federations Board of Directors (24 FA) that the sample size was equal to the population size (150). The instruments used for data collection were Ranjbar researcher made questionnaires (1388) model of Gold et al. The content validity of the study was regarded using professors and experts. Its reliability was obtained via Cronbach's Coefficient Alpha $\alpha=0/88$. Through descriptive statistics (frequencies, means, percentages, and standard deviation) and inferential statistics (Kolmogorov - Smirnov test, Kruskal-Wallis, Mann-Whitney) was used to analyze the software SPSS 16. The total mean of Knowledge management and its dimensions is 5 of the total score and the application of knowledge has the highest mean (68/80) and knowledge transfer has the lowest mean (62/00) among its dimensions and knowledge management dimensions had a significant relationship with each other ($p=0/01$). The results showed that there is a significant difference in knowledge management point and its dimensions in sports organization in selected sports organization in Iran and no significant difference was observed among the Ministry of Youth and Sports and National Olympic Academy, the National Olympic Committee and sports federations and a significant difference was found in other comparisons of Mann-Whitney Test. Among sports organizations, the National Olympic Committee had the highest mean in acquiring, using and recording knowledge dimension and Premier Sports Federation had the highest mean score on knowledge transfer and there was a significant difference between organizations. Directors of sports organizations must develop and implement knowledge centric strategic plans with a focus on knowledge management and its processes at different organizational levels to achieve to the goals in the organization and to be in line with global technologies and changes.

Keywords: Knowledge management, Gold's model, staff managers, sport organizations

INTRODUCTION

KM (Knowledge management) has created dramatic changes in management issues and organization in the present era. Many organizations and companies in the world with an emphasis on implicit and explicit knowledge are seeking to increase the effectiveness and productivity levels [1].

Davenport & Prusak (2000) has defined a fluid composition of Systematic experiences, values, contextual information, expert insights which provides a framework for evaluating and incorporating new experiences and information. However this important organizational resource like other resources requires management thus the need for paying attention to knowledge management is being felt more than ever [2]. Researchers state, there is no agreed-upon definition of knowledge management. And this disagreement stems from the confusion and complexity on the second part of this category which is knowledge and each definition can be placed in technology, human and comprehensive resources [3]. Revilla et al (2009) know KM (knowledge management) optimization of organizational knowledge to enhance the performance through different methods and techniques and the researcher sees other objectives of knowledge management, continuous integration between internal and environmental science In order to adapt to internal and external organizational changes In order to solve the existing problems and innovation in business development and therefore for realizing such functions the organization must provide a learning environment for the promotion of human resources[4]. Others has defined KM (knowledge management) process consists of knowledge acquisition, knowledge conversion, applying knowledge and recording knowledge and measure the performance of organizations with these resources [5,3].

A complete understanding of the productivity of knowledge and knowledge management development concurrent with the development of organizations including the research topics has been very important. KM (knowledge management) process provides a useful way to organize thinking about institutional knowledge. Therefore, there are different models and processes that describe key aspects of knowledge management [7].

One of the models introduced in Knowledge management which is complete and comprehensive while its simplicity is Gold et al (2001) model that sees knowledge management Knowledge acquisition, knowledge transfer, knowledge application process and this model was used in the field of industrial management and staff organizations researches[3,7].

Knowledge acquisition: behaviors relating to new knowledge login in human or social systems that contain a wide range of such discovery, acquisition, recruitment, development that has a close link with the "innovation".

Knowledge Transfer: includes processes such as communication, translation, and interpreting, refining and delivering knowledge that only a change in behavior could be indicative of the effective transfer of knowledge and the availability of knowledge does not imply its transfer or its dissemination.

Applying knowledge: Generally organizational knowledge must be used in products, services and processes.

Keeping and recording knowledge: All activities that contribute to the survival and maintenance of knowledge after its entry into the system, which includes various behaviors, Storing in databases, validated knowledge related activities, up to dating it and some other cases.

Researchers believe that the individual knowledge is effective in the growth of general knowledge of the organization and effectiveness in knowledge-based organization directly depends on the creation of new knowledge and sharing useful knowledge through the interaction between implicit and explicit knowledge to its usage. And to maintain a favorable economic market and gaining a sustainable competitive advantage due to knowledge-based activities (including research and creating, storing, sharing and transferring, applying) is of great importance [8].studies have reported significant positive relationship between sharing and using knowledge acquisition with organizational innovation. and showed high or low capacity of knowledge management factors a cause to increase and decrease relationship between human resource management and organizational innovation. [1]. A result in other research implies that governmental organizations in Iran are in a bad condition of knowledge management dimension which knowledge capture had the highest mean and knowledge refinement had the lowest score among knowledge management dimensions [9].In a research on the evaluation of knowledge management from experts of physical organizations, knowledge management mean score is below the average and among the sub-scales of knowledge management, need of knowledge was in the first place and knowledge Storage was also in the lowest level [10]. Research findings of knowledge Management in Ilam and Kermanshah provinces of Iran's physical education department did not show significant differences [11]. And on this basis O'Reilly & Knight [2007] stated in related investigations as titled "Knowledge Management Best Practices for sports organizations" that national sport organizations have profitable objectives. These organizations are responsible for the growth and development of sport in their own country and structural tools that facilitate efficiency in creation and dissemination of knowledge to survive and grow in these organizations are of great importance and can revolutionize their performance [12]. Wenhui & Zhen [2007] concluded in their study that the management of sporting events based on knowledge management is one of the most innovative ways to improve efficiency and managerial perceptions in sporting organizations to organize and host various sporting events. Knowledge Management in 2008 Olympics in

China was successfully implemented and employed and had a great impact on improving the level of knowledge and organizational effectiveness. Knowledge Management Model_ sports management is a great and innovative model based on knowledge for great sporting events. This model on only offered appropriate solutions for various problems in pre and post hosting demand stages but also has a predictive approach during the process Tournament[13]. Inevitably it appears that the establishment and application of knowledge management, considering the variety of sports activities, their importance and complexity of the organizational mission and ... is also essential. Studies show that sports organizations can seek revenues and profits resulting from knowledge management by focusing and investing on knowledge management and improve organizational effectiveness with implementation of knowledge management [11]. On looking at the knowledge management background to use its capabilities in sports organizations it is necessary to examine the current situation of knowledge processes. One of the ways to achieve this goal is recognizing the difference between knowledge management in Iran state organizations and modeling their strengths for other organizations. Therefore it seems necessary that the role of knowledge management in sports organizations as sport custodians will be examined and objective comparison of these organizations in this regard will be made. So the aim of this study is to evaluate the current situation and comparing knowledge management and its dimensions from the perspective of staff managers of selected sports organizations in the country.

MATERIALS AND METHODS

Method of this research is descriptive – surveying performed as periodically. Research variants are: knowledge management as independent variant, organizational effectiveness as dependant variant, statistical population of research of all staff managers of sport organizations of Islamic Republic of Iran resident at Ministry of Sport & Youth (28 persons), National Olympic Committee (Executive Board, 11 persons), National Olympic Academy (15 persons), best sport federations (Presidium of 24 best federations) and totally 150 persons are cases of research due to limitation of number of statistical population of research, statistical sample equal to total statistical population. From this number 124 persons replied to the sent questionnaires (82.6% of questionnaires were returned) and participated in this research (table 1).

Table (1): statistical population and distribution of questionnaires

No.	Staff Managers	Members	Sent questionnaires	Returned questionnaires
1	Ministry of Sport & Youth	28	28	24
2	National Olympic Committee	11	11	11
3	National Olympic Academy	15	15	12
4	Presidium of Federations	96	96	77

For performing this research, questionnaires of knowledge management and organizational effectiveness (Ranjbar 2009) with 20 and 10 questions and totally 30 questions were used in 5-rank criteria Likert, as one point was given 1 points to very low, 2 points to low, 3 points to middle, 4 points to high and 5 points to very high. Admission of questionnaire of knowledge management was also confirmed by some of professors of Faculty of Management of Shahid Beheshti University in thesis of Ranjbar (2009). For specification of admission of questionnaire in statistical society of this research, researcher surveyed subject literature via library studies, especially essays, and used opinions of 10 professors of sport management. All amending offers and changes in questionnaire were performed for conforming to conditions and feature of statistical society with approval of research team. In this research, in addition to reasonable reported level for perpetuity of knowledge management in thesis of Ranjbar (2009), researcher measured reliability consistence for the 2nd time via Cronbach alpha for assuring questionnaire's consistence. As per a basic sample with volume of 20, Cronbach alpha Coefficient ($\alpha=0.88$) for knowledge management and ($\alpha=0.83$) was estimated for organizational effectiveness which show that questionnaires have suitable contents and reliability. Method of descriptive statistics was used for calculation of abundances, averages, percentages, standards deviations, and for hypotheses at first normality of data distribution was specified with nonparametric statistical method such as Kolmogorov-Smirnov test, and then multi-variants regression, Pearson & Spearman Correlation were used. Besides, for analysis of data 16SPSS software was used.

RESULTS

In this part, at first personal particulars of society in question and then knowledge management and effectiveness in organizations in question are described.

16.9% of data are women and 83.1 % are men. 6.5% are single and 93.5% are married. 5.6% are less than 30 years old, 17.7% between 31 and 40, 36.3% between 41 and 50, 33.1% between 51 and 60 and 7.3% more than 61. 20.2% are less than 5 years old, 37.9% between 5 and 10, 21% between 11 and 15, 8% between 16, 20, and 12.9% more than 21. 3.2% of data have High School diploma, 5.6% Associate's Degree, 65.3% Bachelor's Degree, 13.7%

Master's Degree, 12.1% Doctorate's Degree and 35.5% educated in the field of Physical Education & Sport Sciences, 64.5% in fields other than Physical Education. (Table 2)

Table (2): Distribution of Population Features

Variants	Sex		Ages					Education					Field of study	
Cases	male	female	Under 30	31-40	41-50	51-60	More than 60	High school diploma	Associate	Bachelor	Master	Doctorate	Physical Education	Other than Physical Education
Abundances	103	21	7	24	45	41	9	4	7	81	17	15	66	80
Percentage	83.1	16.9	5.6	17.7	36.3	33.1	7.30	3.2	5.6	65.3	13.7	12.1	35.5	64.5

Data resulted from description of knowledge management and its factors in sport organizations show that average of scale of organizational knowledge management is 3.23 (maximum grade of 64.60), average of its factors as per scale of knowledge acquisition 3.20 (maximum grade 64.00), knowledge protection 3.19 (maximum grade 63.80), average of scale of conversion knowledge 3.10 (maximum grade 62.00), average of applying knowledge 3.44 (maximum grade 68.80). Theory of opinions in line with factors of knowledge management in each 4 originations is more than 3 out of 5. Applying organizational knowledge has the highest grade (3.44) and transferring knowledge has the minimum grade (3.10). In general, in opinion of staff managers of sport organizations, structure of knowledge management and its factors has higher level than middle. Data resulted with description of organizational effectiveness in sport organizations show that average of organizational effectiveness is 3.46 (with maximum grade of 69.20) and attitude of managers to organizational effectiveness of all 4 organizations is more than 3 out of 5. In general, organizational effectiveness in opinion of staff managers of sport organizations (Table 3).

Table (3) knowledge management average score and its processes in sports organizations

Titles of Processes	Average	Standard deviation
acquisition knowledge	3.20	0.539
capturing & keeping knowledge	3.19	0.620
Applying knowledge	3.44	0.695
Transferring knowledge	3.10	0.569
Knowledge management	3.23	0.518

The results indicate higher levels of knowledge management in the National Olympic Committee and low average rate in knowledge management and its dimensions in the Ministry of Sport and Youth (Table 3). Capturing, applying and storing knowledge dimensions in the National Olympic Committee are better off Compared to other organizations. And Knowledge transfer in the Premier Athletic Association is in a better condition compared to other organizations as well.

Table (4), the average of knowledge management dimensions in selected sports organizations

organization	Knowledge acquisition	Knowledge application	Knowledge transferring	Knowledge capturing	Knowledge management
Ministry of youth and sports	17/41	17/30	67/27	27/25	96/25
National Olympic academy	96/53	88/42	12/47	12/47	04/45
National Olympic committee	36/86	14/70	50/80	50/90	91/87
Premier sports federations	06/67	55/74	18/73	50/72	89/72

B) Inferential findings

–Spearman correlation test shows a significant positive relationship between knowledge management processes in the Sports organization. Table 4

Table (5), Spearman correlation test results to determine the relationship between knowledge
The significance level is 01/0

Items	Spearman Correlation Coefficient	Significance level
Capture and transfer	56/0	000/0
Capture and application	61/0	000/0
Capture and storage	55/0	000/0
Dissemination (transfer) and application	57/0	000/0
Dissemination(transfer) and storage	64/0	000/0
Application and storage	69/0	000/0
Storage and dissemination) transfer).	64/0	000/0

Kruskal-Wallis test results showed significant differences in staff managers' view that there is a significant difference in the rating and dimensions of knowledge management in the sports organization (table 5) and post Mann Whitney test results implies that:

There is no significant difference between the Ministry of Youth and Sports and National Olympic Academy in knowledge management and its dimensions.

There is a significant difference between the Ministry of Youth and Sports and National Olympic Academy in knowledge management and its dimensions.

There is a significant difference between the Ministry of Youth and Sports and premier sports federations in knowledge management and its dimensions.

There is no significant difference between the National Olympic Committee and the National Olympic Academy in knowledge transfer but there is a significant difference in other dimensions.

There is no significant difference between the National Olympic Academy and premier sports federations in knowledge acquisition but there is a significant different in other dimensions.

There is a significant difference between premier sports federations and National Olympic Committee in knowledge management and its dimensions.

Table (6), Kruskal-Wallis test results and comparing knowledge management and its dimensions in selected sports organizations

	Capture	transfer	application	Storage	Knowledge management
Chi-square	459/15	539/32	613/34	230/41	755/39
Degrees of freedom	3	3	3	3	3
Significance level	001/0	000/0	000/0	000/0	000/0

Table (7), the results of Mann Whitney test

Organizations	sig	z
Comparing the Ministry of Sports and National Olympic Academy	156/0	253/0
Comparing the Ministry of Sports and the National Olympic Committee	000/0	949/3
Comparing the Ministry of Sports and premier federations	000/0	779/5
Comparing premier federations and National Olympic committee	104/0	624/1
Comparing premier federations and National Olympic academy	011/0	550/2
Comparing National Olympic Committee and National Olympic Academy	014/0	464/2

DISCUSSION AND CONCLUSION

Descriptive study of research findings showed that the average of knowledge management and its dimensions in sports organizations is at an intermediate to high levels in their staff managers' view in general. The mean score of knowledge management and its dimensions in four sports organizations is 60/64 with a standard deviation of 0/518. In this study the average of the highest point at dimensions of knowledge management was the process of applying knowledge, with an average score of 80/68, which implies the removal of internal barriers in terms of male and female managers in sports organizations of the country for better application of the knowledge. The organizations are required to understand organizational knowledge through the development and implementation of it to be productive and effective and to gain organizational profits. Knowledge capture at second rank of knowledge management dimensions is with an average score of 00/64 in sports organizations that are not consistent with the results of Nazari et al and they announced knowledge acquisition (capture) in state organizations very poor. But Mundra et al [2011] have predicted successful companies those ones that have developed the culture of learning for knowledge creation and knowledge acquisition[14]. Of other research findings the third rank is to record and maintain institutional knowledge, with an average score of 80/63. In this regard, results have stated in their findings that no attempt is done to capture and maintain experience and knowledge of employees and managers and knowledge storage and maintenance stage in Iran state organizations is in a poor condition[7]. The current state of knowledge transfer, with an average score of 00/62 is in the lowest level of sports organizations compared to other processes which is consistent with study findings of Ranjbar [2009] and Rajayi pour [2009] in Iran governmental organizations [7,15]. In results studies sees a false sense of competition with others and the fear of stealing the seats and organizational jobs as important barriers to knowledge sharing and transfer among the managers and the staff [8]. research suggests modification of culture (culture improvement) and organizational structure, staff training and their participation in the decision-making process that is very important to the present result [5]. Therefore if an

organization give a rise to more and more effective interactions between staff and group and organizational units it can make more sure of the effectiveness of the exchange of information and thus effective management of organizational knowledge. The National Olympic Committee had more mean score in three dimensions of knowledge capture, application, and storage. The results show that the Ministry of Sports as the main custodian of sports in society has low rates of knowledge management than other organizations. It seems Considering the traditional hierarchical and bureaucratic structure of this organization [10] Knowledge management in the Ministry of Youth and Sports has become a unique challenge that the need to modify existing organizational structure , the organizational existing culture and considering knowledge centeric culture and flexible organizational approaches to knowledge that could support changes as well and always keep the competitive advantage of the organization as a learning organization is felt as a core value in the organization more than ever.

Among the research results is the significant and positive knowledge management with each other which is consistent with the findings study [3]. This means that with an increase in each component in sports organizations of the country the amount of other components increases as well and available activities in this process are dependent and related to each other thus the Success of knowledge management strategy requires comprehensive attention to all requirements and conditions for the acquisition, transfer, application and storage. And in like manner we can outline that as a lasting and vital organization. According to the researchers a negative and meaningful relationship was discovered between organizational structure components and knowledge management elements (creation and transfer) in Physical Education Organization [10]. We can associate the cause of this difference in sports organizations to cultural and structural differences in the organization and management. But in National Olympic Committee due to knowledge oriented sensitivity of International Olympic Committee and the Olympic Council of Asia and the continuous monitoring of these institutions on National Olympic committees of various countries, indices of knowledge management dimensions in National Olympic Committee of knowledge management have a better position. Considering that governmental organizations compared to nongovernmental organizations have less power in application of information technology and organizational structure for building and sharing knowledge processes. This study also implies an infrastructure of Sports Federation and National Olympic Committee (public, non-governmental entity) compared to Ministry of Youth and Sports and National Olympic Academy in the process of knowledge management. In sum of these study findings and according to the theoretical basis, it is inferred if the athletic directors wish to develop and implement knowledge management in their organizations (to capture, to transfer knowledge and to apply it in their services or their processes) they need to provide the necessary infrastructure, processes, systems and technologies besides the effective communication and interaction among Members of organizations and organizational networks and groups. Adopting a flexible knowledge structures for all jobs in the organization is essential and the necessary potential to achieve the main objectives and implementation of the critical mission should be created with the establishment of Circles of knowledge management in sports organizations. It should be noted that the study of knowledge management in the sport organizations is still in the initial stages and working in this area will still go on and doubts about the conceptual issues and methodology would be normal. It is recommended that the researchers debate Key issues and challenges at the category of Knowledge management and provide appropriate models for development and investment in effective and knowledge-based collaboration in sports organizations.

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