

The relationship between organizational culture and knowledge management in the Islamic Republic of Iran's National Olympic Committee

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Abstract

In this century, knowledge is seen as a major source of institutional and other resource management needs, so the present study investigates the relationship between organizational culture and knowledge management in the National Olympic Committee. The study is correlation, field and applied research. Statistical population is all National Olympic Committee staff (107 people). Sampling method, here, is census, but due to limitations in the study, 92 questionnaires were returned. Organizational Culture Inventory (2009) and management knowledge Inventory (2009) were administered. The knowledge management questionnaire included four dimensions of commitment to collaboration, Compatibility, adaptation and mission. Ten sports management professors confirmed its validity and reliability - Organizational Culture ($\alpha=0.86$) and Inventory Management ($\alpha=0.92$). For data analysis Kolmogorov-Smirnov test, Pearson and multiple linear regressions were used. Results showed a significant relationship between organizational culture and its factors with knowledge management ($P<0.01$). The logistic regression analysis showed that the compatibility ($\beta=0.324$), adaptation ($\beta=0.337$) and mission ($\beta=0.227$) are significant predictors for knowledge management ($P<0.01$). With respect to the survey results, it can be said that organizational culture has a fundamental role in the establishment of knowledge management at the NOC.

Key words: organizational culture, knowledge management

Introduction

In the present century, knowledge is seen as the most important source of sustainable competitive advantage relative to other resources. Knowledge management is a process that organizations identify, select, organize, distribute and exchange information and experiences necessary to enable them in activities such as problem solving, dynamic learning, strategic planning and decision making. The first step in this way is whether individuals who possess this knowledge are prepared to support this process? This requires a supportive and coordinated culture between all parts of the organization, because the organizational culture is a complex set of values and ideas influencing attitudes of employees and ultimately their behavior in the work environment. Culture can boost Adoption of technology and corporate growth, and can play a vital role in determining the success or failure of the relationships in the organization. The dual role of organizational culture as both the main obstacle and empowerment agent in implementing knowledge management has increased the importance of this factor in the effective management of knowledge .

Organizational culture is the main actor in knowledge management as well as a major source of competitive advantage for organizations to achieve their goals. Lnider et al (2006), Douglas (2008) and Lninopi (2009) stated that there is a significant relationship between organizational culture and knowledge management. Also, Douglas (2008) and Rastgar (2009) consider organizational culture as effectively operating factor to manage the knowledge.

The points listed below are to examine the relationship between organizational culture and knowledge management in Iran-based National Olympic Committee.

Methodology

The study is correlation, field and applied research. Statistical population is all National Olympic Committee staff (107 people). Sampling method, here, is census, but due to limitations in the study, 92 questionnaires were returned. Organizational Culture Inventory (2009) and management knowledge Inventory (2009) were administered. The knowledge management questionnaire included four dimensions of organizational culture, commitment to collaboration, adaptation and mission. Ten sports management professors confirmed its validity and reliability - Organizational Culture ($\alpha=0.86$) and Inventory Management ($\alpha=0.92$). For data analysis Kolmogorof Smirnov test, Pearson and multiple linear regression were used.

Results

Based on the results of research, Pearson correlation coefficient test results showed that the factors of organizational culture (commitment to participation, compatibility, adaptability and mission) were significantly associated with knowledge management ($P<0.001$) in which the high levels of commitment to involvement, compatibility, adaptability and mission were correlated with high levels of knowledge management.

Table 1: Pearson correlation coefficient between the components of organizational culture and knowledge management

			Commitment to partnership	Compatibility	Adaptability	Mission
Pearson correlation coefficient	Knowledge Management	The correlation	0.723(*)	0.729(*)	0.715(*)	0.611(*)
		Significant level	0.001	0.001	0.001	0.001

* significantly correlated in the 0.001

We used stepwise regression method for the prediction capabilities of knowledge management on organizational culture factors. Results showed that components of organizational culture were significant predictors for knowledge management (F=47.039, P = 0.001). The multiple correlation coefficients were equal to 0.785 Coefficient of determination (R²) show that 61.6% of the knowledge management variance is explained by organizational culture components.

As shown in Table 2,Compatibility , adaptability and mission enjoy predictive capabilities of knowledge management at the National Olympic Committee.

Table2. Results of multiple regression coefficients between the components of organizational culture and knowledge management

Model	noNStandardized coefficients		Standardized coefficient	The statistic	P value
	Coefficient B	Coefficient standard errors	Coefficient β		
Constant	0.578	0.224		2.577	0.012
Compatibility	0.305	0.108	0.324	2.823	0.006
Adaptability	0.364	0.110	0.337	3.135	0.002
Mission	0.174	0.065	0.227	2.688	0.009

Conclusion

The main aim of the present study was to investigate the relationship between organizational culture and knowledge management at the National Olympic Committee in Iran .The findings in this study showed positive and significant relationship between the components of organizational culture and knowledge management in the National Olympic Committee (commitment to the participation of ($r=0.723$, $p=0.001$), compatibility ($r=0.729$, $p=0.001$), adaptability ($r=0.715$, $p=0.001$), Mission ($r=0.611$, $p=0.001$)).This means that high-level components of organizational culture are correlated with high levels of knowledge management at the NOC. So, helping to raise each of the components of organizational culture will pave the way to increase knowledge management .In fact, strengthening the corporate culture may end up with the successful implementation of knowledge management. In this regard, research results of Kahn (2005), Leidner et al (2006), Douglas (2008) and Leiponen (2009) are consistent with the study. The research findings showed that the compatibility factor ($t=2.823$, $p=0.006$), adaptability ($t=3.135$, $p=0.002$) and mission ($t=2.688$, $p=0.009$) were significant predictors for knowledge management. Furthermore, based on the value of β , the relative importance of these predictors was as follows: adaptability ($\beta=0.337$) compatibility ($\beta=0.324$), And the mission ($\beta=0.227$).In short, adaptability, mission and compatibility were strong predictors for knowledge management. Hence, helping to increase compatibility, adaptability and mission in the Iran-based IOC brings up successful implementation of knowledge management. In this regard, research results of Krych and Hather (2005), D. May Field (2008), Douglas (2008) are consistent with the study results.

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