

*Full Length Research Paper*

# Regression Equation Fitted to Knowledge Management and Organizational Effectiveness in the Selected Sport Organizations of Iran

Mojtaba Reisi<sup>1</sup>, Seyed Emad Hoseini<sup>2</sup>, Mehdi Talebpour<sup>3</sup>, Vahid Nazari<sup>4</sup>

<sup>1</sup>Faculty of Physical Education and Sport Sciences of Islamic Azad University-Ayatollah Amoli Branch, Amol, Mazandaran, Iran.

<sup>2</sup>Assistant professor at National University of Iran, Shadid Beheshti University, Iran.

<sup>3</sup>Associate Sport management University of Ferdousi, Iran.

<sup>4</sup>MS Graduated University of Mazandaran, Iran.

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This study aims at regression equations fitted to knowledge management and organizational effectiveness in the selected sport organizations of Iran knowledge management processes to determine the impact on organizational effectiveness. Method of this research is descriptive – surveying and for the analysis was used of Kolmogorov-Smirnov test, and then multi-variants regression, Pearson and Spearman Correlation etc. The results show that there is a significant relation between knowledge management and its factors with organizational effectiveness in sport organizations, the multivariate regression results show 0/756% of the variance in organizational effectiveness is related to knowledge management processes and applying, protecting and acquisition has conditions of predicting organizational effectiveness ( $p < 0.01$ ).

**Key words:** Regression equation, knowledge management, organizational effectiveness, sports organization.

## INTRODUCTION

Knowledge management is a modern method of thinking about organization and sharing thought resources, a method for utilization, operation optimization and decreasing charges and precise evaluation of knowledge changes and developments in the 3<sup>rd</sup> millennium expresses that today industrial world is a society that force-increase technology are replaced by knowledge-increase technologies step by step and therefore organizations shall permanently apply modern knowledge for creating, crediting and applying in products and services (Ferdouei and Ghazi Nouri, 2010). Knowledge is a multi-dimensional concept and is placed in many organizational identities such as culture, policies, documents and organization members and purpose of its activities in

organization is obtaining related knowledge, development of new knowledge via learning, assurance of development and perseverance of activities for keeping vital knowledge in all stages, current knowledge in all cycles and combination of knowledge for increasing them.

Due to strategic role of knowledge, many organizations apply effectively knowledge management with obtaining competitive advantage of knowledge and element of power. (Wu and Lee, 2007). Malhotra (2005) defines knowledge management as a process by which organizations can obtain skill in the field of learning, codifying knowledge, distributing and transferring knowledge. Bhatti et al. (2011) interpret knowledge management as creating necessary processes for identifying and

obtaining data, information and knowledge required by organizations from inside and outside environment and transferring them in decisions and actions of organization and persons. Therefore, management of organizations, having relied on best knowledge, provides possibility of making more reasonable decision in important subjects and optimizing operations based on knowledge, so knowledge management is more important than knowledge itself and organizations intend to express and make clear how-to-change personal and organizational information and studies to personal and group knowledge and skills.

Swift review on knowledge management resources shows that many definitions and patterns are important in this field. One of patterns and models in knowledge management, which is simple and complete, is Gold and Colleagues pattern mentioned in this research. Gold et al. (2001) define knowledge management as a process of acquisition, conversion, and applying as well as protection knowledge. These 4 factors in knowledge management provide ground for training, reaction and retraining for an organization which generally are used for effectiveness and resuscitation of organization abilities and this research it was used.

Of acquisition knowledge: Behaviors relating to entrance of new knowledge to human or social system which include vast scope such as discovery, obtaining, summon and development and has close relation with creativity. Knowledge conversion and transfer: include process such as communication, translation, interpretation, edition and presentation of knowledge. Only changing behavior can express effective transfer of knowledge and availability of knowledge is not equal to publishing it. Applying knowledge: In general, organizational knowledge should be applied for products, services and process of organization. protection and Keeping knowledge: All activities result to keeping and maintaining knowledge after entering to system include different behaviors such as saving at database, activities relating to knowledge credit, updating that and etc. For development of applying knowledge in public sector we can consider a place for knowledge management in official structure of organization that lead activity of sharing and using knowledge completely specialized and correct though bases of individuals in this regard (Mills and Smith, 2011).

Knowledge management can optimize majority of features of organizational behavior by enabling more smart operation, however it is not enough by itself because knowledge need coordination and conformity with effectiveness and achieving to organizational purposes to be usable (Mills and Smith, 2011). Today competitive and tensional environment and economy caused that knowledge management organized increasingly as an important factor for obtaining competitive profits and benefits. Organizations shall know how to manage organizational knowledge for obtaining organizational

profits and their purposes via development, publication and application to be utilized, however available methods and procedures for evaluation of effectiveness are entirely disappointing and we can clearly feel permanent need for evaluation and assessment of this case (Zheng and Etal, 2010). Malhotra (2005) believes that knowledge management is performing correct works so that correct performance of works, by emphasizing on effectiveness more than efficiency, would be one of criteria for evaluation of scale of achieving to organizational purposes, which has been discussed in all schools of classic, neoclassic, etc.) and could be obtained by different strategies and thus, it is a general meaning. The most significant definition of effectiveness is scale of achievement to organizational purposes, That is "where are we?" and "where we have to be?"; these two questions could specify scale of achievement to organizational purposes. Naghavi et al. (2010) define effectiveness of organization as a scale of achievement to short and long term purposes, considering expectation of beneficiaries, evaluators and stage of organizational life. Other researchers define organizational effectiveness as degree and scale which organization responds to needs or responding to evaluation criteria of persons out of organization. (Koozehchian et al., 2010). For evaluation of organizational effectiveness there is different criteria which could be effective depending on type of activity and an organization would be success if it could keep and improve its effectiveness regarding requirements and needs of societies via achievement to organization's purposes. Researchers believe that factors effective on organization effectiveness are organizational features (structure, technology and measure), environmental features (economic and market conditions), personnel features (purposes, skills, motivations, attitudes and values) and actions of managements (award, strategy, control of decision making and leadership) (Haghi, 2003). In addition, effectiveness of organizations is hidden in processes and methods of management, existence of strong communication in organization, creative cooperation among organizational units. Success managers shall create an environment without fear and full of trust which members can share their knowledge, an environment maximize knowledge productivity and develop creativity (Gold et al., 2001).

Studies show that optimization of organizational knowledge via different methods and techniques (finding shortages in organizational behavior, more utilization from human resource, more efficient and effective learning from personnel, presentation goods and services with value added, increase of customers satisfaction, prevention from repeat of mistakes, decrease of rework and economization in necessary time for solving troubles, provoke of creativity) will result to increase of efficiency and effectiveness of organization and for assuring proper presentation of goods and services to customers and obtaining their satisfaction we have to manager

knowledge (Bhatti et al., 2011).

For this, Ranjbar (2009) evaluate relation between knowledge management and organizational effectiveness at State Chamber of Commerce as middle in a research and obtaining, transferring and applying knowledge have significant relation with organizational effectiveness, however, no relation was observed between registering and saving knowledge with organizational effectiveness. In this research, transferring, applying, obtaining, registering and saving knowledge had the highest correlation coefficient with organizational effectiveness and transfer of knowledge predict 28% of changes of organizational effectiveness and is introduces as the most strong factor.

Naghavi et al. (2010) discovered a significant relation between knowledge management and organizational effectiveness in a research titled "culture and strategy and its effect on organizational effectiveness" with a view on knowledge management" and they declared that knowledge management, as a mechanism, can play role of medium between organizational factors (organizational culture and leadership) and organizational effectiveness. Khoshsima et al. (2010), in a research titled "survey on relation between processes of knowledge management and effectiveness of knowledge management in level of creating knowledge" found out that creation of knowledge has significant relation with effectiveness of knowledge management and proper process of knowledge will provide creative ground for affecting effectiveness of organizational effectiveness. Chin Tsai (2009) observed a positive and significant relation between knowledge management processes and organizational effectiveness in his research and knowledge management was a strong factor for prediction of organizational effectiveness and the strongest predictor among knowledge management processes for organizational effectiveness was applying and transferring knowledge in organization. Studies show that knowledge management has considerable role in optimization of work quality, having updated information, increase of efficiency and effectiveness of business activities, customer's satisfaction and optimization of decision making and profits resulted with applying knowledge management caused that the most organizations perform some endeavors for implementation of this process (Revilla and Etal 2009).

Results of Zheng et al. (2010) showed that knowledge management has considerable effect on organizational effectiveness and has very strong medium in effectiveness of organizational culture on organizational effectiveness and is a middle medium in effectiveness of organizational structure on organizational effectiveness. In research of Smith and Mils (2010) "display of effect of knowledge management on organizational effectiveness" processes of obtaining, applying, keeping and saving knowledge has significant and positive relation with organizational effectiveness, however, process of changing knowledge had no significant relation with organizational effectiveness. In addition, studies show that organizing knowledge management, registering,

saving and applying knowledge will optimize personal and productive operation of organizations and distribution of knowledge is effective on satisfaction of consumer and credit and decreasing organization charges (Supyuenyong and Swierczek, 2011). Ming Pi (2011), mentioned that value of knowledge in organizations for creating uncountable benefits and increasing organization ability is important and therefore, for keeping suitable economic market and obtaining permanent competitive benefits, it is important to pay attention to knowledge-oriented activities including (creation, research, save, share, transfer and apply) is so important and effective knowledge management shall be created. Wenhui and Zhen (2011) in their researches find out that management of sport events based on knowledge management is one of the most modern methods of improvement of efficiency and management conception in sport organizations for organizing and holding sport events. Knowledge management was successfully implemented and applied in China Olympic (2008) and played significant role in optimizing knowledge levels and organizational effectiveness. Model of knowledge management – sport management is a creative and good model based on knowledge for holding big sport events including 4 factors of administration, knowledge management factors, competitions holding committee and macro-investment. This model is not only provides suitable solutions for different problems in phases before and after hostage request, but also has predictive strategies during process of holding competitions. It seems that applying knowledge management in sport organizations is necessary due to variety of activities, their importance, organization complexity, etc. On this basis, O'Reilly and Knight (2007) discussed that national sport organizations have profitable purposes. These organizations are responsible for development of sport in their country and work tools and structure simplify proficiency in creating and publishing knowledge for development of these organizations are so important and can change their operation.

Whereas this limit research was performed about importance of knowledge management and its effect on organizational effectiveness in industrial environments, as not many researches have been performed in the field of sport, it is necessary to perform research for expressing regression equation via relations between processes of knowledge management and organizational effectiveness in State sport organizations, as in-charges and planners of sport of countries which have significant role in development of sport. Research question is: How much knowledge management and its factors, as per Gold model (acquisition, conversion, applying and protection knowledge), can effect on and predict organizational effectiveness in State sport organizations? and Such research hypotheses are presented:

*H1: Components of knowledge management (knowledge acquisition, knowledge conversion, knowledge applying,*

**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

*knowledge protect,)* can prediction of effect of managers' attitude towards the effectiveness is examined.

*H2: Knowledge acquisition is positively related to organizational performance.*

*H3. Knowledge conversion is positively related to organizational performance.*

*H4. Knowledge application is positively related to organizational performance.*

*H5. Knowledge protection is positively related to organizational performance*

## RESEARCH METHODOLOGY

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 and 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).

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 2<sup>nd</sup> 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 and Spearman Correlation were used. Besides, for analysis of data 16SPSS software was used.

## ANALYSIS AND DISCUSSION

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 and Sport Sciences, 64.5% in fields other than Physical Education (Table 2).

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, organizational effectiveness and its factors has higher level than middle (Table 3).

In section of deductive statistics for hypotheses test, results of Pearson and Spearman Correlation

**Table 2.** Distribution of Population Features of Society.

Variants	Sex		Ages				Education				Field of study			
	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

**Table 3.** Average of knowledge management and its processes and organizational effectiveness in Sport Organizations.

Titles of Processes	Average	Standard deviation
Obtaining knowledge	3.20	0.539
Registering & keeping knowledge	3.19	0.620
Applying knowledge	3.44	0.695
Transferring knowledge	3.10	0.569
Knowledge management	3.23	0.518
Organizational effectiveness	3.46	0.56

Coefficient show that there is a significant relation between knowledge management and its factors with organizational effectiveness in sport organizations, in others idem Correlation Coefficient is always positive and direction of relation of research variants is direct. Therefore, by increase of each variants organizational effectiveness will be increased (p=0.01) (Table 4).

In order to specifying power of effect and prediction, analysis of multi-variant regression among processes of knowledge management as independent variants and organizational effectiveness as dependant variant were used with method of enter. Results of multiple correlation coefficient (Table 5) show that there is direct and significant relation between knowledge management and organizational effectiveness (r=0.87, p<0/01). Furthermore, R<sup>2</sup> coefficient show that

0.756% of organizational effectiveness variance is relating to knowledge management processes and 0.286% to factors out of the mentioned model (Table 5).

Results of multi-variant regression (Table 6) show that by applying knowledge (t=5.978, p<0.000), protecting and saving knowledge (t=3.552, p<0.001) and obtaining knowledge (t=2.622, p<0.010) has conditions of predicting organizational effectiveness. Also results relating to regression line bend (B) about independent variants show that there is a direct relation between applying knowledge (B=0.368), registering knowledge (B=0.232), acquisition knowledge (B=0.177) and transferring and conversion knowledge (B=0.123). Scale coefficient of Beta (β) as a measure of relative importance of variants. Therefore, from comparing applying

knowledge (0.499), registering knowledge (0.252), obtaining knowledge (0.168) and transferring knowledge (0.123) we can find importance of variant of applying knowledge in prediction of changes of organizational effectiveness in compare with the other 3 variants (Table 6).

Therefore, regression equation of organizational effectiveness, considering independent variants, as per data of table 6, is as follows:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3$$

$$Y = 0.511 + 0.177(x_1) + 0.368(x_2) + 0.232(x_3)$$

Y = organizational effectiveness,  
 X<sub>1</sub> = obtaining  
 X<sub>2</sub> = applying knowledge  
 X<sub>3</sub> = registering and saving knowledge

Based on the above relation amount of

**Table 4.** Pearson and Spearman Correlation Coefficient Test for specifying relation between knowledge management & its factors with organizational effectiveness

Type of Correlation	Independent Variant	Dependant Variant	Significance Level	Error Scale	Correlation Coefficient	Result
Pearson	Knowledge management	organizational effectiveness	0	0.01	0.861	Zero Hypothesis rejection
Spearman	Acquisition knowledge	organizational effectiveness	0	0.01	0.667	Zero Hypothesis rejection
Pearson	protecting and keeping knowledge	organizational effectiveness	0	0.01	0.656	Zero Hypothesis rejection
Spearman	Conversion knowledge	organizational effectiveness	0	0.01	0.808	Zero Hypothesis rejection
Spearman	Applying knowledge	organizational effectiveness	0	0.01	0.708	Zero Hypothesis rejection

**Table 5.** Results of multiple correlation coefficient.

Model	R	R <sup>2</sup>	Modified R <sup>2</sup>	Se B	F	Sig
Enter	0.870	0.756	0.748	0.286	92.214	0

**Table 6.** Results of multi-variant regression and regression equations.

Variant	Beta index	B Index	T scale	Significance level
Fixed coefficient	-	0.511	2.997	0.003
Obtaining knowledge	0.168	0.177	2.622	0.010
Transferring knowledge	0.123	0.123	1.963	0.052
Applying knowledge	0.449	0.368	5.978	0
Registering & saving knowledge	0.252	0.232	3.552	0.001

R<sup>2</sup>=0.756, Organizational Effectiveness, acquisition knowledge = 0.168, Transferring knowledge = 0.123, Applying knowledge= 0.449, protecting and saving knowledge=0.252.

organizational effectiveness (Y) will be changed against changes of obtaining knowledge (X<sub>1</sub>) and applying knowledge (X<sub>2</sub>) and registering and saving knowledge (X<sub>3</sub>). In the other words, a part of scale of organizational effectiveness could be specified by obtaining knowledge and applying knowledge and registering and saving knowledge. Based on the above equation, for each unit of obtaining knowledge 0.177, for each unit of applying knowledge 0.368 and for each unit of registering and saving know-ledge 0.232 will be added to organizational effectiveness.

As per results of this research, knowledge management and all its factors in state sport organizations is in proper situation and their points is more than middle in view of their staff managers. Therefore, structure of these

organizations, as per opinion of their staff managers is knowledge-oriented which is not in same direction with results of Ranjbar (2009). Kermani Alghoreishi (2006) in a research shows that obtaining knowledge, editing knowledge, transferring knowledge, saving and collecting knowledge in Iranian public organizations is less than middle which is not in conformity with results of this research. Maybe one of reasons of this inconformity is statistical population and special conditions of state sport organizations which are different from other public organizations. Mills (2011) researches show us one of effective ways for increasing knowledge-oriented strategies and comprehensive dominance on knowledge management in procedure of organizational activities is changing organizational structure and tending toward

more simple organizations instead of organizational hierarchies for transferring, obtaining and creating knowledge and paying attention to this case is important for sport organizations too.

Consistent with prior research, the study results provided good support for the research Equation Fitted, accounting for 0.756 of the variance for organizational effectiveness. For knowledge process knowledge acquisition, knowledge application and knowledge protection also impacted organizational effectiveness, but not knowledge conversion. However, without adequate conversion organizations will not be able to use their knowledge effectively; hence, this process cannot be ignored, even if it does not contribute directly to organizational effectiveness. Taken together, the results suggest that although the individual dimensions that make up the knowledge processes collectively determine the knowledge management construct, all are not directly linked to organizational effectiveness. This is consistent with the RBV which suggests that a subset of an organization's capabilities and resources contributes directly to performance (Grant 1991). For example, Seleim and Khalil (2007) found that of five knowledge processes studied only knowledge application was directly linked to organizational performance. So although, an organization's overall knowledge capabilities may have potential to directly impact performance, in some cases the role of certain resources may be more indirect through their impact on other factors linked to performance (Gold et al. 2001). These results have several implications for managing an organization's knowledge capabilities. For example, research suggests appropriate investments in knowledge management can enhance effectiveness and organizational performance. However this study shows that not all of the processes are significant contributors. Although resources and processes such as knowledge conversion is necessary for effective knowledge management, they did not impact firm performance directly. However, firms can ill afford to neglect these resources and processes as they work in combination with and support other resources and processes, such as knowledge acquisition and knowledge application that can contribute directly to organizational success (Van den Bosch et al. 1999). Although resources and processes such as knowledge conversion is necessary for effective knowledge management, they did not impact firm performance directly. However, firms can ill afford to neglect these resources and processes as they work in combination with and support other resources and processes, such as knowledge acquisition and knowledge application that can contribute directly to organizational success (Van den Bosch et al. 1999). Second, this research showed that inferences about an overall capability do not necessarily apply when it comes to individual processes, and the impact of individual enablers and processes on organization effectiveness differs for each capability. As a result, the combination of resources that is most effective

for one organization is likely to differ from that of others. Since there are no 'silver-bullet' combinations of resources that enable organizational effectiveness, it is incumbent on managers not only to recognize that all the enablers and processes are important, but to identify for their organization which enablers and processes are most salient for organizational performance, and to leverage these accordingly.

## Conclusions and Suggestions

Research results show that, although all factors have averages higher than middle and are approximately equal, transferring knowledge has the lowest average among factors in sport organizations in view of managers which is conformity with results of Kazeminejad et al. (2010) in public organizations. Ming Pi (2011) believe that one of important barriers in sharing and transferring personal knowledge in personnel and managers is sense of untruth competition with others and fear from engaging organizational jobs which can be considered as one of reasons of decreasing point of knowledge transfer strategy in sport organizations. Smith and Mills (2010) show that existence of social capital in organization can effect on knowledge transfer among networks members which show importance of communications and intercourses in organizations.

Average of effectiveness in sport organizations is more than middle level. This issue express necessitate of more attention of organization managers to organization statuses which is under their guidance and management. Maybe if sport organizations of this research were public and private organizations, they would be lapsed in current complex and competitive environment. However, this issue has the same force about other public organizations in country considering the performed researches (Kouzehchian et al., 2010)

Based on results of research, processes of knowledge management express 0.756% of organizational effectiveness. Results of standard coefficients show more importance of applying knowledge in prediction of changes of organizational effectiveness in compare with other three processes. These results are in the same direction with researches of Chin Ti Sai (2009). As per the existed results applying knowledge has significant role in prediction of organizational effectiveness in sport organizations and staff managers will obtain effectiveness with applying knowledge. Nevertheless, we cannot neglect even from processes not affect organizational effectiveness directly and despite not having direct effect on organizational effectiveness their existence is necessary for management of organizational knowledge (Mils and Smith, 2011). Increase of applying knowledge in sport organizations is relating to familiarity of staff managers to knowledge for codifying required strategies and implementation of knowledge management and changing to learner organization for achieving to

effectiveness.

Results of research show that there is direct and significant relation between knowledge management and all its dimensions with organizational effectiveness and All hypotheses (1,2,3,4) are confirmed. Therefore, creation of a knowledge-oriented structure in State Physical Education Structure can be effective in optimization of effectiveness status. This issue express that if managers of state sport organizations intend to increase effectiveness of their organization activities, they have to take an action in respect to creating a creative structure for knowledge activities and learner organizations in their organization and provide ground for utilization from achievements for beneficiaries of public organization. Results of researches of Ranjbar (2009), Naghavi et al. (2010), Gold et al. (2001), Zheng et al. (2010), Smith and Mills (2010), Yang (2011) and Mills and Smith (2011) are in conformity with results of this research. Cause of these conformities is implementation of knowledge management in different organizations requires identification of related organizational factors with special and unique features for achieving to organizational effectiveness. On this basis, required knowledge and information in different time courses shall be given to managers and employees without any limitation, in this view, we can consider processes of knowledge management (obtaining, transferring, applying, registering and saving) as a ceaseless and total system. It is necessary that managers of state sport organizations take essential steps for identifying barriers and gap existing in implementation of strategies of management strategies. Therefore they have big responsibility against optimization of process of obtaining, transferring, applying, registering and saving knowledge for achieving to organization purposes and effectiveness.

In other side, complete dominance on effectiveness purposes and factors in any organizations is necessary for persons who design and implement knowledge management strategy. It is necessary because organizational effectiveness is effective on knowledge complete flows in organization and in movement of obtaining, transferring and applying knowledge in achieving to effective purposes. We can say knowledge management is such important as knowledge management in obtaining competitive benefits in today dynamic world. Different dimensions of organizational effectiveness are also important in defining and specifying knowledge strategy of sport organizations and we shall consider them for implementation of system of knowledge management as per principles and hypotheses of organizational effectiveness, as recognition of purposes and duties of sport organizations are necessary for creating knowledge management system. We can say that, proportion to results, performing knowledge-oriented principles and change of any organization to knowledge and learning organization will result to achieve to effectiveness of organizations and cases such as creativity of excellent

talents in organization. This works could be done by endeavors of managers as capital and national though products by utilizing knowledge and skills relating to management issues, especially sport management in sport organizations as main in-charge of sport in country. The literature suggests knowledge management processes impact organizational effectiveness. However, there has been little elaboration of the relationships at the component level vis-à-vis organizational effectiveness. This study addresses this gap by assessing a component model of knowledge management processes. The aim was to provide insights into the interrelationships between processes and organizational effectiveness that can help organizations identify more targeted strategies when it comes to investments in and deployment of the knowledge resource. The results show that although processes collectively determine an organization's overall knowledge management capability which, in turn is related to organizational effectiveness (Gold et al. 2001), all are not directly linked to organizational effectiveness. The component model therefore offers insights into the relationships that cannot be inferred when constructs are assessed as aggregates in the research model.

The findings of this paper suggest a number of avenues for future work. First, the results recemonds different relationships exist between processes and organizational effectiveness. Different organizations may also have different combinations of enablers and processes that yield similar outcomes. For example, in this study while applying was linked to organizational effectiveness, conversion was not; however the same may not apply to other organizations. farthermore research is therefore needed to better understand the differences between organizations when it comes to the links between particular knowledge management resources and organizational effectiveness. For researchers Comparing knowledge management in public and private organizations can also be one of the topics of research in the future. The literature also calls for further research into the links between knowledge processes and organizational effectiveness (Jennex and Olfman 2005). This study addresses this call by examining the links between individual dimensions of knowledge processes and organizational effectiveness. Other success factors such as user satisfaction and perceived benefits should also be explored.

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