

THE EFFECT OF ORGANIZATIONAL CULTURE AND ORGANIZATIONAL JUSTICE ON KNOWLEDGE MANAGEMENT IN SPORTS AND YOUTH DEPARTMENTS OF WEST AZARBAIJAN PROVINCE

Zahra Ghanbari, Seyed Mohamad Kashef and Mohsen Behnam

Urmia University, Iran

Original scientific paper

Abstract

The aim of this study was at investigating the role of organizational culture and organizational justice on knowledge management in sport and youth departments of West Azarbaijan province. The method of this research is a descriptive correlational and this is an applied research in terms of its objective. The statistical population of the study includes the employees of sport and youth departments of West Azarbaijan province. Participants were 42 males and 27 females who responded to the questionnaire as a whole. They completed Fong and Chui Knowledge Management Questionnaire and Nijouff & Morman Organizational Justice Questionnaire and Robbins' Organizational Questionnaire. Research findings showed that organizational culture and organizational justice directly and indirectly have a significant positive effect on knowledge management. Therefore, this study clarified the important role of these two variables in acquiring, storing, maintaining, distributing, and transferring knowledge.

Key words: knowledge management, organizational culture, organizational justice.

Introduction

The emergence and development of information and communication technology and its impact on all aspects of human life has brought new paradigms to everyone and transformed human life. Organizations are no exception to this and have undergone many changes in this regard. In the era of accelerated and growing developments, organizations have been using modern management tools, techniques and new principles in order to gain competitive advantage, to survive and to cope with changing environmental conditions. Today, all small and large organizations need to implement their knowledge management in order not to retreat from the competition. In the area of current competition, the main competitive advantage for organizations is their ability to manage knowledge, and their main asset is the knowledge they have access to (Elroy and Joseph, 2008). Knowledge management deals with the creation, sharing and influence of knowledge in the thought, mind and imagination of individuals and tries to collect and manage knowledge distributed among the organization individuals in order to create new knowledge. In this regard, organizations are successful who look at knowledge as an asset, and develop organizational values and norms that support the creation and dissemination of knowledge (Malhotra, 2000). Knowledge is one of the most important sources of organizational competition. It is known that organizational knowledge may be more important than the total assets of the organization (Pan et al., 2007). Knowledge is an invisible and intangible asset, which is difficult to measure and manage (El Adile & El Ottawi, 2011). For more than two decades, due to the need of organizations, knowledge management has been introduced to help them create, disseminate and preserve knowledge (Yusuf and Abu Bakir, 2012).

Flexibility and rapid response to changing environmental conditions, better use of human resources and the knowledge available to them, and also better decision making, are the achievements of knowledge management for today's organizations (Norouzian, 2008). Many organizations seeking to implement knowledge management have been investing heavily in the field of information and communication technology, but it should be noted that IT is only part of KM and the successful implementation of KM requires that the various organizational factors existing in an organization, including management, organizational culture, technology and human resources, have specific characteristics and have the necessary coherence and coordination, the existence of gaps and inconsistencies among these factors will prevent the successful implementation of knowledge management (Roland, 2004). Since the cultural environment of the organization applies the deepest and most extensive and most long-term impact on the social behavior of the majority of the members of an organization, and since knowledge is also a social phenomenon, the growth of knowledge does not occur itself and it also requires proper contexts. In ensuring the optimal flow of knowledge, a supportive and proportional culture is an important factor. In fact, organizational culture is the foundation of knowledge management (Ribeira Vincent, 2001). Therefore, knowing the organizational culture is essential for those who design knowledge management strategies, because organizational culture also influences the flow of knowledge for designing knowledge management and the complete cooperation and commitment of members to knowledge management (Saffari and Shahrzad, 2010). And on the other hand, with the evolution of human knowledge and his various advances in various aspects, the needs for the

genuine human values, such as justice and freedom are felt. One of the areas for expressing sensitivity to the concept of justice is the scope of official organizations. It is not worn on any organization that establishment of justice in the organization can have effective consequences and affect the performance of employees. If managers of organizations are looking for improvement and quick development in the organization, they should be able to create an understanding of the justice and fairness in their employees (Dehghanian, 2008). In the application of organizational justice for the process of knowledge sharing, it is assumed that knowledge sharing takes place when those involved in the process of work feel that their work results are properly rewarded with respect to the profits obtained, procedures and regulations are just and fair and others have treated them with respect (Bessorat, 2006). Finally, it can be said that as much knowledge management affects organizational performance and productivity, organizational culture and organizational justice are also important in relation to the process of implementing knowledge management and defining and identifying a strategy in an organization. And for the successful implementation of knowledge management, the organization should be looked at as a whole and consider these factors and assess and analyze their status in the organization. In this research, the researcher is trying to investigate the relationship between organizational culture and justice as two important infrastructures in implementing knowledge management in the Department of Sports and Youth of West Azarbaijan Province.

Knowledge management

Knowledge management is a strategy that must be created in an organization to ensure that knowledge reaches the right people at the right time and those people share that knowledge and use information to improve the organization's performance (O'Dell & Garrison, 1998). In other words, knowledge management is the process of creating, validating, presenting and distributing knowledge and applying it (Baot, 2001), which is used to maintain a sustainable competitive advantage, increase employee performance and empowerment, increase efficiency and effectiveness, and organizational health (Afrazeh, 2004). Knowledge management is the process of discovering, gaining, developing, creating, sharing, maintaining, evaluating, and applying appropriate knowledge at the right time by the appropriate person in the organization which is done through the creation of a link between human resources, information and communications technology, and the creation of an appropriate structure for achieving organizational goals. Access to knowledge is important, but the success of knowledge management is not guaranteed through it. Knowledge should be used and applied in organizational processes in a way that it leads to improved organizational performance. The necessary motivation should be created in

individuals for success in this regard (Davenport, 1997). Knowledge management practitioners have presented many benefits for knowledge management including the acceleration of business and work processes, the acquisition of sustainable competitive advantage through innovation, identification and adaptation to change, continuity (knowledge acquisition, especially implicit knowledge of staff and making it available to employees), the preservation and growth of intellectual assets (Khornia, 2013). Considering the different dimensions of knowledge management presented together, Jaysapara defined knowledge management as a four-loop cycle: effective learning processes which is along with the creation, organization, exchange of knowledge (both implicit and explicit which is obtained through the proper utilization of technology and the cultural environment) and application of it, which promotes the rational organizational asset and improves its performance (Jaysapara, 2004).

The knowledge cycle or, in other words, the KM process consists of four main sections: in the first step, the existing knowledge at the organization level and its barriers (including explicit and implicit knowledge for individuals, databases, documents) should be identified and then it is gained and acquired and stored properly. Then, for knowledge to be valuable, it will lead to knowledge synergy and reestablishment. Existing knowledge of the individuals should be shared. After these steps, we must now use the knowledge gained to achieve the organization's high goals. Creating knowledge involves entering new information into the system and is the result of sharing knowledge with individuals. Creating our knowledge involves the acquisition, discovery and development of knowledge (Ghorbani, 2009).

Organizational culture

Culture includes the values and beliefs of members of the organization in relation to the concepts of information and knowledge (Ghorbani, 2009). In other words, the organizational culture is an expression presenting the internal character of the organization. According to Robbins, since the organization's cultural environment has the deepest, most extensive and long-term impact on the social behavior of the majority of members of an organization and on the other hand, knowledge is also a social phenomenon, the growth of knowledge does not occur by itself. It requires the existence of suitable contexts (Robbins, 2006). Robbins believes that the purpose of the organizational culture is a system of shared inference that members have toward one organization and this feature separates the two organizations from each other. A system whose members have shared inference from it is composed of a set of main features that the organization values and respects them (Robbins, 2011). Creativity and Risk: The amount of encouragement for the individuals to become creative, innovative, and venture.

Attention to individuals: The extent to which management allows employees to participate in decision making and the extent to which manager takes into consideration the effects of decision making on individuals. Team formation: The extent to which activities and jobs have focused around the team. Evolution: The amount of ambitiousness of individuals and members of the organization. Attention to details: The extent to which people need to address the details and accurately analyze the works (Robbins, 2011). Culture (beliefs and imaginations) is shared by members of the organization. Organizational values, unwritten rules and regulations, and execution methods form the cultural resources of knowledge (Gorbani, 2009). Each organization needs to support the values and beliefs of the organization in order to implement knowledge management systems. Identifying and identifying the status quo of organizational culture is the first step in making change. Therefore, how this work and its theoretical foundations are taken into account in the scientific background of the subject and methods have been developed and used by experts (Cameron and Quinn, 2006).

Organizational justice

Organizational justice refers to the subjective perception of individuals from the organization's fairness in allocating resources, rewards, and punishments, and is a multi-dimensional structure (Chen et al., 2008). Organizational justice components: Distributive justice; is mainly based on equity theory and refers to the perception of individuals about the fairness of the outcomes received (Fletcher, 2004). When individuals of an organization judge the appropriateness, fairness, and ethics of the outcomes, they judge the observation of distributive justice in the organization (Fulger, 1998). Procedural justice: it means the perception of individuals of observing fairness in procedures that determine decisions related to organizational outcomes. Research on procedural justice suggests that controlling decision (authority for decision-making) is an important factor in perceiving justice. If people feel that they are right to comment on organizational decisions, there is a greater probability that they know the decision as a fair process; and when individuals know the decision-making as a fair process, the adverse outcomes will be easier to be accepted.

In fact, research related to procedural justice indicates that the process is a more important factor compared to outcome in the perception of justice. This suggests that employees are not merely looking for the desired outcomes in decisions, but also require fair procedures in the decision-making process (Gutenberg, 2001). Interactional justice: The discussions on interactional justice has been raised following issues related to procedural justice and involve the human dimension of organizational action and focus on the behavior of manager with the staff. Indeed, interactional justice includes aspects of the

communication process such as literacy, honesty and respect between the manager and the staff (Colligeit et al., 2001). In research on interactional justice, two sub-categories of information justice and interpersonal justice are considered for this factor. Information justice focuses on explaining decision-making procedures, which provide the information needed to evaluate the structural aspects of the process and how they are put into practice. Interpersonal justice refers to politeness, attention and respect that the heads of the organization follow in dealing with their staff (Bingham et al., 2007).

Research background

Hassan Abadi and Mozafari (2017) in their research entitled "The Necessity of Implementing Knowledge Management in Organizations and Its Role in Achieving Competitive Advantage" yielded the following results: when business organizations encountered new pressures on force modification and outsourcing, they found that when their staff leaves, their knowledge is taken away. This knowledge was considered as one of the important resources of the organizations and now organizations are trying to manage it. Nazem and Lajevardi (2017), in their study entitled "The Structural Pattern Presentation of Organizational Justice Based on Knowledge Management and Emotional Intelligence", concluded that there is a relationship between knowledge management and its dimensions with organizational justice. In addition, the effect of the application of knowledge creation on the relationship between procedural justice and team performance has been confirmed. Shohani et al. (2014) in their research entitled "The Relationship between Organizational Culture and Knowledge Management of the Employees of the Ministry of Sports and Youth" showed that there is a positive and significant relationship between organizational culture and knowledge management. Therefore, it can be said that as organizational culture increases, knowledge management also increases significantly. Henry (2011) in a research entitled "Designing a Structural Equation Model for Social Capital and Knowledge Management in Sport Organizations" states that the status of sports organizations in knowledge acquisition activities, knowledge recording and deployment of knowledge is undesirable. However, the status of sports organizations in the activities of knowledge transfer and the creation of knowledge is desirable. Talepasand and Mohammadi (2018) in their research entitled "Testing Structural Model of Organizational Culture and Knowledge Management Process with Organizational Performance: the Mediator Role of Organizational Innovation" found that: organizational culture has a positive and direct effect on innovation. Thus, it can be concluded that understanding organizational culture can help shape the innovation process and organization performance. On the other hand, knowledge management has a positive and significant effect on the innovation in the organization.

Knowledge management can play an important role in increasing the organizational innovation. Birasnow (2013) has shown that transformational leadership has a positive and strong influence on the knowledge management process. Also, transformational leadership provides conditions for implementing the knowledge management process in an organization through knowledge transfer, knowledge sharing among employees, and encouraging them to use knowledge. The results of Kang and Sung's research (2012), entitled "The Effect of the Creation of Knowledge on Equity Justice and Team Performance Improvement", showed that all variables have a significant effect on each other. In addition, the present research confirms the effect of the application of knowledge creation on the relationship between procedural justice and team performance. De Lang and Fahi (2009) concluded that a strong organizational culture in the effective implementation of knowledge management, depends on the fast and trouble-free interaction and communication of individuals in the organization, supporting people's ideas and innovations, and decision making and, these assumptions can be only found in a strong organizational culture.

Research methodology

The methodology of this research is descriptive and since it collects information about demographic characteristics and describes the existing situation, it is a type of survey, and on the other hand, according to research hypotheses that measure the relationship between variables, it is a type of correlation which is done in the field form, and is the type of applied research in terms of objective. In this research, factor analysis using partial least squares method has been used to analyze the data and to evaluate the fitness of the model. For this purpose, the third version of Smart PLS software was used. In the present research, theoretical foundations of the research will be developed using library resources (books, Latin books and articles, Persian articles, internet websites, etc.). According to the research background, a suitable questionnaire for measuring the variables of the research is selected and distributed among the target statistical population. The statistical population of the study consisted of employees of the sports and youth departments of West Azarbaijan province with a minimum degree of diploma that, due to the limited number of employees, the whole number sampling methods will be used in fact, the whole sample and the statistical population of the research are 69 people. The tools used by the researcher in this study are: the Fong and Choi Knowledge Management Questionnaire (2009) consisting of sub-scales of knowledge acquisition, knowledge storage and maintenance, knowledge distribution and transfer, and knowledge deployment, which includes 25 questions. NIEUFF AND MORMAN Organizational Justice Standard Questionnaire (1993), which includes distributional, procedural and interactive components and, has a total of 20 questions.

Robbins Organizational Culture Questionnaire (Qanati, 2008) containing 56 questions with the sub-scales of creativity and innovation, risk, attention to details, attention to outcomes, attention to organization members, the impact of decision outcomes on employee, attention to team, ambitiousness and sustainability. The questions are answered by using the five-point Likert scale.

Research Findings

The findings of the research showed that among 69 participants, 60.9% were male, 43.5% had bachelor's degree and 18.8% had master's degree and only 5.8% with PhD degree answered the research questionnaire. Of the 69 participants, 24 had work experience of 10 to 15 years, 11 had less than 5 years, 20 subjects had 5 to 10 years of experience, and 14 respondents had a job experience of 15 to 20 years. The findings show that the distribution of all variables is normal. The index reliability, convergent validity, and divergent validity were used in order to measure the fitness of the model. Index reliability for internal reliability evaluation includes three factors: coefficients of factor load, Cronbach's alpha and combined reliability. Convergent validity shows the correlation of a structure with its indices and divergent validity is also the relationship of a structure with its indicators compared to its structure with other structures. The findings indicated that factor loads of measurements in their structures were higher than 0.4; and questions with factor loads less than 0.4 were excluded from the research model that, the number of them was 4 items, and the analysis was based on confirmed questions.

Convergent validity is another criterion used to fit the measurement models in the structural equation modeling method. Fronleichram & Loker (1981) have proposed the use of average variance extracted (AVE) as a criterion for convergent validity. The results show the appropriateness of the convergent validity criterion (AVE). In order to study the divergent validity of the model, two validity matrices of latent variable correlation and Fronleichram & Loker criterion. Based on this criterion, a valid divergent validity of a model suggests that a structure in the model interacts more closely with its indexes than other structures. Based on the results obtained from correlations and square root of AVE, we can validate the divergent validity of the model at the structure level in terms of Fronleichram & Loker criterion. On the other hand, according to the table of latent matrix, it is determined that the correlation of each structure with itself is more than the correlation of that structure with other structures. Consequently, the divergent validity of the model is confirmed. Cronbach's alpha of the combined reliability was used in order to better measure the reliability of the model. The results show that the model has a good reliability (either in terms of Cronbach's alpha or in terms of combined reliability). However, for assessing the structural model, the indicators of coefficient of significance (T-values), coefficient of

determination (R2) and prediction power factor (Q2) were used. The results are as follows: All paths of relationships between research components (except for the organizational culture and organizational justice) and also the items with each of its factors are larger than 1.96 and significant. This implies the correct prediction of the relationships of the research model and the R2 value of all research variables (except for two variables) is much higher than 0.33 and in the range of 0.67 or greater. This means that the structure model of the research has a strong fitness and finally, the model has a very strong prediction power. Because the prediction power of most of the structures, except for 6 cases is higher than 0.35. The results of the main hypothesis of the test of the final model of research have been presented in Table 1. The results of factor analysis show that firstly, in the area of organizational justice, all three components of distributive justice, procedural justice and interactional justice have a significant role in explaining organizational justice. As, the components of distributive justice (0.886), interactional justice (0.838) and procedural justice (0.804) had a significant role in explaining organizational justice. In the context of organizational culture, each of the 9 components has a significant role in explaining organizational

culture, as the components of risk (0.905), attention to the team (0.893), creativity and innovation (0.885), attention to detail (0.831), attention to the members of the organization (0.829), effect of the decision results on staff (0.778), sustainability (0.667), ambitiousness (0.616) and attention to outcome (1.547) respectively had a significant role in explaining organizational culture. In the field of knowledge management, all four components have a significant role in explaining knowledge management so, the components of knowledge storage and maintenance (0.780), knowledge deployment (0.654), knowledge acquisition (0.612) and knowledge distribution and transfer (0.397) have the most role in explaining knowledge management of the staff of sports and youth department of West Azarbaijan province. Based on path analysis, it was determined that organizational culture variable directly had a positive and significant effect on knowledge management (69%) and explained their changes; then, the results showed that organizational culture does not have a positive and significant effect on organizational justice and expresses 84% of this variable. Also, organizational justice variable directly has positive and significant effect on knowledge management and expresses about 85% of its changes.

Table 1. Results of the main hypothesis of the test of the final model of research.

Research hypotheses	coefficient	T Statistics (O/STDEV)	P Values	
Organizational justice -> Interactional justice	0.838	14.721	0.001	Confirmed
Organizational justice -> Distributive justice	0.868	16.164	0.001	Confirmed
Organizational justice ->Procedural justice	0.804	21.645	0.001	Confirmed
Organizational justice -> Knowledge Management	0.853	8.162	0.001	Confirmed
Organizational culture -> Impact of the results of decisions on employees	0.864	15.812	0.001	Confirmed
Organizational Culture -> Attention to members of the organization	0.520	17.359	0.001	Confirmed
Organizational Culture -> Attention to the team	0.857	37.137	0.001	Confirmed
Organizational culture -> Attention to details	0.732	26.955	0.001	Confirmed
Organizational culture -> Attention to the outcome	0.822	5.617	0.001	Confirmed
Organizational culture ->Ambitiousness	0.724	7.488	0.001	Confirmed
Organizational culture ->Risk	0.807	40.655	0.001	Confirmed
Organizational Culture -> Creativity and Innovation	0.776	27.453	0.001	Confirmed
Organizational Culture -> Organizational Justice	0.845	0.557	0.001	Rejected
Organizational Culture -> Knowledge Management	0.691	2.100	0.001	Confirmed
Organizational culture -> Sustainability	0.652	9.180	0.001	Confirmed
Knowledge Management -> Knowledge deployment	0.654	13.507	0.001	Confirmed
Knowledge Management -> Knowledge Distribution and Transfer	0.397	21.084	0.001	Confirmed
Knowledge Management -> Knowledge storage and maintenance	0.780	13.357	0.001	Confirmed
Knowledge management -> Knowledge acquisition	0.612	13.839	0.001	Confirmed

Discussion and conclusion

According to the results of the present study, organizational justice has a direct positive and significant effect on knowledge management

among the staff of the Sports and Youth Department of West Azarbaijan province. This means that the Sports and Youth department wants to effectively deploy knowledge and expand it in the province in particular, it should pay special

attention to justice. In fact, managers must attend the appropriateness, correctness and ethics of decisions in order to have fair judgments of employees. On the other hand, managers need to explain decision-making procedures to establish knowledge management, and observe their interpersonal justice with employees, including respect, honesty, politeness, respect, etc. and finally, managers must give their employees the right to comment on the organization's decisions. This causes that employees know the decisions fair and cope with adverse outcomes easier.

The results of this study have consistency with the research conducted by Nazem and Lajevardi (2017), Kang and Song (2012) and Besshurat (2006). Other findings of this research show that organizational culture has a direct positive and significant effect on knowledge management of the staff of the Sports and Youth Department of West Azarbaijan province and expresses its changes. In the meantime, the component of risk plays a significant role in explaining organizational culture and the components that play a role in explaining the organizational culture respectively include: Attention to the team, creativity and innovation, attention to the organization, attention to the details of the organization, the impact of the results of decisions on employees, sustainability, ambitiousness and attention to outcomes. As a result, by attending these components, they can pay more attention to these items in order to deploy knowledge management more and more in their organizations so that this can be achieved by

knowledge management for the success of this organization which is challenged every day in the world today. The results of the research are consistent with the results of Danesh et al. (2012) and Pandie (2012), Sheikh (2011), Kaor et al. (2012), Shohani et al. (1393), Di Long and Fahi (2009), Parbi and Taylor (2000), Di Lang and Fahi (2000). Finally, we conclude with this study that the model designed and tested by the researcher has a very strong fitness and, with this model and its implementation in the sports and youth departments of the West Azerbaijan province, we can easily implement the knowledge management process in departments and, given the importance of knowledge management in the continuity and getting rid of challenges and threats we face every day, the organization can pass the barriers. Therefore, it is suggested that, considering the impact of organizational culture and organizational justice on the knowledge management of sport and youth departments in the West Azarbayjan province, the model proposed in this research should be put at the head of the program and the decisions of the department is. They should also attend the risk spirit of the employees and pay special attention to team building and encourage creativity and innovation among employees. It is suggested that employees should be involved in the decision making process, and they must observe the condition of honesty, integrity and ethics in decisions related to employees and ultimately, managers should try to dominate the courtesy and respect between themselves and their employees more than ever.

References

- Afrazeh, A. (2005). *Knowledge management (concepts, models, measurement and implementation)*. Amirkabir University of Technology Publication.
- Elroy, Marc, Fireston, Joseph Mac. (2002) Key Issues in New Knowledge Management. Translation by Ahmad Jafarnejad and Khadijeh Safiri, Mehraban Nashr Punlication Institute.
- Davenport, T.H., & Prosak, L. (2000). *Knowledge Management*. Tehran: Sapco Publication
- Dehghanan, H., & Ostadhashemi, A. (2008). Multilevel Approach in Investigating the Concept of Organizational Justice. *Second Harvesting Quarterly*.
- Dehghan, T., & Ameri, S.M. (2015). Identification and ranking of effective factors on the implementation of knowledge management using TOPSIS technique (Case study: Bandar Abbas University of Medical Sciences libraries), *Quarterly Journal of Scientific Research in Marketing*.
- Hassanabadi, F., & Mozaffari, M.M. (2017), Necessity of implementing knowledge management in organizations and its role in gaining competitive advantage. *First national conference in modern management studies in Iran*.
- Khornia, S. (2013). Investigation of the Effectiveness of Organizational Culture and Human Resources on KM Implementation in the Ministry of Sports and Youth. *Al-Zahra University, Iran*.
- Shohani, M.H., Mohammadi, S., & Nourbakhsh, P. (2014). Relationship between Organizational Culture and Knowledge Management in the Ministry of Sport and Youth. *Journal of Human Resources Management in Sport*, 2(1).
- Saffari, M., & Shahrzad, N. (2010). Relationship between organizational culture and the establishment of knowledge management in the physical education organization according to the experts of this organization, *Sports Management*, 4.
- Talepadsand, S., Mohammadi, H., & Seyed, A. (2018), Structural Model Testing of Organizational Culture and Knowledge Management Process with Organizational Performance: The Mediator Role of Organizational Innovation. *Quarterly journal of Innovation and Value creation*.
- Ghorbani, S. (2019). The Nature of Knowledge Management, *Journal of Work and Society*, 116-117.
- Nazem, F., & Lajevardi, A. (2017). Presentation of Structural Model of Organizational Justice Based on Knowledge Management and Emotional Intelligence, *Journal of Marine Science Education*.
- Norouzian, M. (2008). Application of Knowledge Management in the Public Sector. *Tadbir Monthly*, 6.

Henry, H. (2011). Designing Structural Equation Model of Social Capital and Knowledge Management in Sport Organizations. *Sport Management and Motion Science Research*, 1(1).

Received: June 11, 2018
Accepted: September 15, 2018
Correspondence to:
Mohsen Behnam
Urmia University, Iran
E-mail: M.behnam@urmia.ac.ir