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THE IMPACT OF KNOWLEDGE MANAGEMENT ON ORGANIZATIONAL EFFECTIVENESS WITH THE MEDIATING ROLE OF ORGANIZATIONAL CULTURE

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Resumen: El presente estudio tiene como objetivo ejecutar un estudio empírico sobre el impacto de la gestión del conocimiento en la eficacia de la organización con el rol mediador de la cultura organizacional y el modelo del investigador utilizado. Este modelo evalúa la relación entre la gestión del conocimiento y la eficiencia de la organización con el rol mediador de la cultura organizacional. Para la evaluación, se selecciona una muestra de 310 personas por método aleatorio simple en la organización deportiva de la Municipalidad de Teherán. La medida de recolección de datos es un cuestionario estándar con 52 ítems y su fiabilidad y validez se apoyan y distribuyen entre la población estudiada. El análisis de los datos se realiza mediante estadística descriptiva e inferencial. En la estadística descriptiva, se utilizan algunos índices que incluyen frecuencia y porcentaje de frecuencia. En estadística inferencial, los métodos de correlación, ecuaciones estructurales y análisis de trayectoria son utilizados por el software SPSS, LISREL. Los resultados del análisis mostraron la relación entre la gestión del conocimiento, la eficacia organizacional y la cultura organizacional. En general, la capacidad de la organización deportiva del municipio de Teherán para compartir el conocimiento se realiza a través de la cultura organizativa entre los empleados de manera directa e indirecta ($p < 0,05$).

Palabras clave: Gestión del conocimiento, Eficacia organizacional, Cultura organizacional

Abstract: The present study is aimed to perform an empirical study regarding the impact of knowledge management on the organizational effectiveness with the mediating role of organizational culture and the model of the researcher is used. In this model, the relationship between knowledge management on organizational effectiveness with the mediating role of organizational culture is evaluated. To evaluate the study, a sample of 310 is selected by simple random method in the sport organization of Municipality of Tehran city. The data collection measure is a standard questionnaire with 52 items and its reliability and validity are supported and distributed among the study population. The data analysis is performed by descriptive and inferential statistics. In descriptive statistics, some indices including frequency and frequency percent are used. In inferential statistics, correlation methods, structural equations and path analysis are used by SPSS, LISREL software. The results of analysis showed the relationship between knowledge management, organizational effectiveness and organizational culture. Generally, the ability of sport organization of Tehran Municipality to share knowledge is done via organizational culture among the employees as directly and indirectly ($P < 0.05$).

Keywords: Knowledge management, Organizational effectiveness, Organizational culture

1. INTRODUCTION

Today, one of the most important principles of analysis of organizational activities is determining its effectiveness. Effectiveness is the most profitable and valuable goal of the managers of organizations. The managers and different organizations attempt to find about the issues in the increase of effectiveness of organization (Fi and Denison, 2003). Thus, from the formation of organization until now, the managers have made efforts for its improvement to increase the effectiveness by the past scientific experiences and the present scientific methods and techniques as the result of the progress of scientific theories and achievements of management schools. The organizational effectiveness presented in 1950s was very simple and considered effectiveness as the perception of the goals by the organization. The ambiguous point in this definition indicates that goals are short-term, long-term goals or a combination of them and the survival of the organization is the final goal. Also, knowledge helps the organizations to predict the environmental changes and take suitable decisions to encounter with the changes. The capability of the organizations for knowledge acquisition, organizing and distribution can improve the decision making quality and efficiency of the processes (Lin et al., 2012). Increasingly, the organizations invest on knowledge management systems as they believe that knowledge creates competitive advantage for the organization. For their success, many organizations implement knowledge management but they don't achieve their required performance level. One way to remove this problem is linking the plans of knowledge management with the organizational culture. To meet the environmental challenges and changes, organizations develop a type of culture in which knowledge management is encouraged and organizational culture is the foundation of knowledge management by which the members are taught how to learn and share their knowledge.

In addition, as effectiveness is of great importance for the organizations and is interrelated with its survival and organizational culture is a necessity for the successful knowledge management. Culture indicates beliefs, values, norms and social tradition and controls the behavior and deeds of people in an organization. Knowledge management-based culture gives value to knowledge and encourages its sharing, creation and application. The greatest challenge in the efforts of knowledge management is the

development of such culture (Wong, 2005). The cultural environment of organization has the deepest and greatest impact on the social behavior of the majority of members of an organization. Knowledge is a social phenomenon and knowledge development is not occurred automatically and it requires good grounds (Robins, 2006). In assuring the optimal knowledge flow, a suitable and supporting culture is an important factor. Indeed, organizational culture is the foundation of knowledge management. If the organization changes knowledge and can not have an innovative and new adaptation with the environment, the organizational culture is damaged seriously (Balthazard & Cook, 2004).

2. REVIEW OF LITERATURE

2.1. Knowledge management

Knowledge is acquired based on information-based belief. Knowledge is referred to human being action (Nonaka and Takuchi, 2006). Cherkman, Nonaka and Takeuchi (2000) stated that considering knowledge as a set of information is taking concept of its entire life. Despite information, knowledge is based on beliefs, commitment and the mental imagination of the user to act based on it. Only human being can play crucial role in knowledge creation and computers are tools with the ability of considerable processing. The main concept of knowledge management is presented as each person knows to use what all know and all we know that what we don't know, we can learn it. Knowledge management is a process in which organizational knowledge is created from the knowledge of members of institute (Zarraga & Saa, 2006).

2.2. Organizational culture

Organizational culture is a set of collective, unconscious beliefs and assumptions by which the values, art works and organization activities are guided. It means that a group of people share the beliefs and guide their reactions whether the new approach and the relevant issues are good or bad and whether they are accepted immediately or can lead to fear or resistance. The organizational culture represents the values, beliefs and behavioral norms being applied by the employees in an organization in some situations. The values are the bases of culture and are involved positively regarding the trade volume of organizational performance (Berson, Oreg & Evir, 2006). The explanations of each organizational culture are arising from the data collection about the organization at individual level

from the employees, organization and at organizational level. The difficult concept in culture is its escaping nature. Culture penetrates in the entire organization and the different feature of the organization is provided. Organizational culture is a sustainable competitive advantage and empirical studies show that organizational culture is a key factor in organizational effectiveness. Denison et al., identified four main dimensions of organizational culture effective on organizational effectiveness: adaptability, involvement, consistency and mission (Jabarzade Karbasi and Sassanian Asl, 2016).

2.3. The organizational effectiveness

For effectiveness, each person, team or organization should perform their duties. Effectiveness is a mental concept and its evaluation is difficult. Thus, defining its evaluation dimensions and analysis level are of great importance (Pangil & Moi Chan, 2014). The organizational effectiveness is not a unified concept and it is a complex issue including the different preferences and expectations. The effectiveness of organizations is a method in which the organizations evaluate the successful fulfillment of their missions via the organizational strategies. Effectiveness is the limit an organization approaches its goals and it is the condition in which the organization by its limited resources and defined criteria can achieve its goals. Some of the effectiveness criteria include: General effectiveness, efficiency, quality, growth, motivation, control, flexibility, duty skills of management, communication and information management, productivity, profit, participation, power division, progress, absence, job satisfaction, morale, conflict, determine goal and planning, interpersonal managerial skills, preparation, application of environmental resources, human resources value, education and development (Aghayi et al., 2011).

2.4. Review of Literature

2.4.1. International literature

Ying-Chieh Lee and Xu Chyrng (2016) in a study “Examining the impacts of organizational culture and top management support of knowledge sharing on the success of software process improvement” evaluated the progress of developing knowledge, a heuristic model for searching, effect of knowledge sharing on success and improvement of software process, the effect of knowledge sharing on special organizational culture and support of top management. This study analyzed 448 collected samples from the improvement of software process of Taiwan

organization and the results showed that there was a strong relationship between organizational culture and knowledge sharing in the hierarchy on the success of software process improvement.

Lpyna, Karysb and Ramyna (2015) in a study “The role of organizational culture in quality management of University” aimed to evaluate the theoretical aspects of organizational culture and quality management and the effect on continuous improvement and University development. To evaluate the organizational culture of University, the study framework was made by the modified version of evaluation organizational culture. This study created culture features and evaluated the analysis of effective factors on organizational culture development. We can say in University, organizational culture leads to quality management and it is connected directly to development.

Joris van der Voigt (2014) in a study “The effectiveness and specificity of change management in a public organization: Transformational leadership and a bureaucratic organizational structure” evaluated the extent different change approaches and transformational leadership of direct supervisors contributed to the effective implementation of organizational change in public organizations, and to what extent the bureaucratic structure of public organizations made the implementation of organizational change specific. The implementation of an organizational change in a Dutch public organization was studied using quantitative methods and techniques. The results indicated that bureaucratic organizations might effectively implement organizational change with both planned and emergent change approaches. The contribution of transformational leadership depended on the type of change approach and organizational structure. Transformational leadership behavior of direct supervisors contributed little to planned processes of change, but was crucial in emergent processes of change in a non-bureaucratic context. Although the literature on change management mostly emphasized the leadership of senior managers, the leadership role of direct supervisors should not be overlooked during organizational change in public organizations.

Glauber (2014) in a study “knowledge management strategies within a corporate environment” evaluated the role of knowledge management in achieving competitive advantage, process improvement, reduced costs and create high level of efficiency and the effect on information sharing ability and the rate of knowledge transfer between the newly employed employees and those leaving the organization were supported by a knowledge management system. The

results showed that organizational application of knowledge management and applied strategic attitude was a valuable asset to combat terrorism and increasing global threat against the democratic governments. Information sharing is founded on the resources in organization to help the knowledge growth acquired for the personal members of organization and the organization itself.

Ali Khanlu. (2014) in a study "The effect of organizational culture on the implementation of knowledge management processes in Tehran Prosperity Bank employees" showed that all components showed the dependence of knowledge management on organizational culture in each organization and for better effectiveness of knowledge management in each organization, without considering the organization type, organizational culture should be considered. Organizational culture had direct and significant relationship with the components of knowledge management.

2.4.2. Local literature

Taqizade and Shakeriravesh (2011) in a study "Evaluation of the relationship between organizational infrastructures and effectiveness of knowledge management (case study: Mashhad Municipality)" aimed to evaluate the relationship between organizational infrastructure and effectiveness of knowledge management. The minor goals were determining the relationship between organizational structure, organizational culture and IT (independent variables) and knowledge management effectiveness (dependent variable) and also evaluation of the existing processes in knowledge management. The data collection measures were questionnaire and interview. The study methodology was applied in terms of purpose and survey in terms of method. The study population was managers and experts of staffs and regions of Municipality of Mashhad. Based on the results, three variables of organizational culture, organizational structure, IT and organizational infrastructures are used for knowledge management effectiveness.

Jabarzade Karbasi and Sassanian Asl (2016) in a study "Evaluation of the effect of organizational culture and knowledge management on organizational effectiveness in small and medium industries" aimed to evaluate the effect of

organizational culture on organizational effectiveness in small and medium industries of Kerman province. Knowledge management was a mediating variable. The study methodology was descriptive-survey and data collection measure was a questionnaire. The reliability was computed by Cronach's alpha and its reliability coefficient for knowledge management was 0.88, organizational effectiveness 0.82, organizational culture 0.80 and total questionnaire 0.80. The study population is the employees of the companies located in industrial estates of Kerman. The study population is 155 by Morgan Table. The data analysis was performed by SPSS software, version 17 and AMOS, version 50. The results showed the effect of culture on organizational effectiveness. The mediating role of knowledge management in organizational effectiveness was supported. Finally, the managerial recommendations were presented.

Soltani and Pazhuhi (2016) in a study "Evaluation of the impact of organizational culture on increased effectiveness of the employees of Petrochemical Company of Shiraz with emphasis on knowledge management. This study aimed to evaluate the impact of organizational culture on the increased effectiveness of employees of Petrochemical Company of Shiraz. The employees of operation sector of Petrochemical Company of Shiraz as 60 were the study population. The data collection was performed via questionnaire and if the employees couldn't complete the questionnaire, an interview was applied. In data analysis, regression and Pearson correlation were used. This paper increased new findings on the knowledge management literature. The results of study showed that there was a significant relationship between organizational culture and effectiveness of employees.

Rastegar and Davudi (2016) in a study "The relationship between organizational culture and organizational effectiveness with the mediating role of knowledge management in Insurance companies of Kerman province" aimed to evaluate the mediating role of knowledge management in relationship between culture and organizational effectiveness. The study population was managers and employees of insurance companies of Kerman province. For data collection, field and library methods were used as based on structural equations and the data of study were collected using questionnaire. The results of study showed the positive and significant relationship between knowledge management, culture and organizational effectiveness. Each paper should consist of a summary provided in a paragraph, with margin 30mm from the right edge and 25mm from the left edge. This section should indicate the topic,

purpose, study methodology and achievements of study but it is not an introduction.

Akbarzade Safuyi et al., (2015) in a study “Design of interactive model of organizational culture, organizational structure, organizational strategy and their effect on organizational effectiveness: Whit mediating role of knowledge management case study: One of the active companies in food” evaluated the mediating role of knowledge management regarding the relationship between the structure culture and organizational strategy with organizational effectiveness. The study population of the present study was the employees of one of the active companies in food field. 190 questionnaires were collected from the population. To evaluate validity of the questionnaire, first and second rank confirmatory factor analysis was used and to determine reliability, Cronbach’s alpha was applied. The study hypotheses were evaluated by structural section of structural equations modeling, path analysis. Based on the results, the mediating role of knowledge management regarding the relationship between culture,

organizational effectiveness and organizational structure with organizational effectiveness were emphasized.

3. CONCEPTUAL MODEL OF STUDY

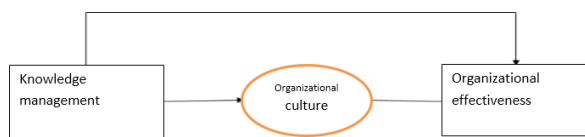


Figure 1. The conceptual model of study

Main hypothesis: There is a positive and significant relationship between knowledge management and organization effectiveness based on the mediating role of organizational culture (Figure 1).

First sub-hypothesis: There is a positive and significant relationship between knowledge management and effectiveness.

Second sub-hypothesis: There is a positive and significant relationship between knowledge management and organizational culture.

Third sub-hypothesis: There is a positive and significant relationship between organizational culture and effectiveness.

4. STUDY METHODOLOGY

This study is applied in terms of purpose and descriptive-correlation in terms of methodology. In this study, knowledge management and organizational culture are independent variables and organizational effectiveness is a dependent variable. This study was performed in the sport-culture environment of Tehran Municipality and no control was performed on variables. The study population is 1600 employees of sport organization of Tehran Municipality and all the employees are selected by simple random method. The sample size by Cochran’s formula is 310 and these questionnaires are distributed and evaluated.

4.1. Study measure

For data collection, three standard questionnaires as follows are used:

The mentioned questionnaire consists of 2 major sections:

4.1.1. General questions:

These questions are added by the researcher to the questionnaire. In the general questions, it is attempted to collect the general and demographic information regarding the respondents. This section consists of 4 questions.

4.1.2. Specialized questions:

This section consists of 52 questions as divided into three separate survey tools measuring knowledge management, organizational culture and organizational effectiveness. The real example of knowledge management is based on the dimensions of Sheron Lawson (2003) including knowledge acquisition, knowledge sharing, measuring organizational culture was based on Denison measures (2000). The four dimensional structure was based on adaptability, involvement, consistency and mission. The dimensions of organizational effectiveness based on four dimensions of Parsons (2000) model include innovation: consistency, organizational commitment-goal, job satisfaction=unity and organizational health (morale) =keep the models.

Table 1-Study variables

source	Question	index	Variable
Sheron Lawson	1,2,3,4	Knowledge acquisition	Knowledge management
	5,6,7,8	Knowledge sharing	
	9,10,11,12	Use of knowledge	
Denison (2000)	13,14,15	Adaptability	Organizational culture
	16,17,18	Consistency	
	19,20,21	Involvement	
	22,23,24	Mission	
Based on four dimensions (Parsons, 2000)	30,35,37,39,40,42,45	Innovation=consistency	Organizational effectiveness
	25,26,29,31,36,38,41	Organizational commitment=goal	
	27,28,32,33,34,44,46	Job satisfaction=unity	
	43,47,48,49,50,51,52	Organizational health (morale)=keep the models	

The validity of questionnaires is calculated by item analysis method. The results showed that the measure had good validity and its reliability is calculated by Cronbach's alpha and the measure has high reliability. The validity and reliability results are shown in Table 1.

Table 2. The results of validity and reliability of measures

Condition	Cronbach's alpha	Number of indices	Dimensions	Dimensions
Good	0/767	4	Knowledge acquisition	Knowledge management
Good	0/747	4	Knowledge sharing	
Good	0/789	4	Use of knowledge	
Good	0/768	3	Adaptability	Organizational culture
Good	0/708	3	Consistency	
Good	0/818	3	Involvement	
Good	0/728	3	Mission	
Good	0/856	7	Innovation=consistency	Organizational effectiveness
Good	0/851	7	Organizational commitment=goal	
Good	0/862	7	Job satisfaction=unity	
Good	0/836	7	Organizational health (morale)=keep the models	
Good	0/929	52	General Cronbach's alpha of model	

5. STUDY RESULTS

5.1. The Pearson correlation coefficients between the study variables

The correlation matrix between the study variables is evaluated based on the rank indices (questions) by Pearson test and the results are shown in Table 3. The

sign * above the correlation coefficient shows that the significance of the relationship between two variables is at the error level smaller than 0.05 and confidence interval 0.95. ** shows the significance of the relationship at the error level smaller than 0.01 and confidence interval 0.99. As shown, the relationship between all dimensions is significant.

Table 3. The correlation matrix of study variables

Organizational effectiveness	Organizational culture	Knowledge management	
		1	Knowledge management
	1	0/729**	Organizational culture
1	0/980**	0/703**	Organizational effectiveness
P* < 0.05 and P** < 0.01 are significance level of correlation coefficients of study variables			

5.2. The analysis of model based on structural equations

Here, the path charts (standard weights and significance of coefficients), the conceptual model of study is shown (Figure 2 and Figure 3).

In this study, the mediating variable is organizational culture. To test this hypothesis, the model of Baron & Kenny (1986) is applied and the structure of this model is as at first, the relationship between knowledge management and effectiveness is evaluated model (2,3) and finally by mediating variable (organizational culture), the effect of independent variable on dependent variable is evaluated and the main hypotheses of study are evaluated. Model (Figures 4, 5).

Figure 2. The modeling of structural equations of conceptual model of study (standard estimation)

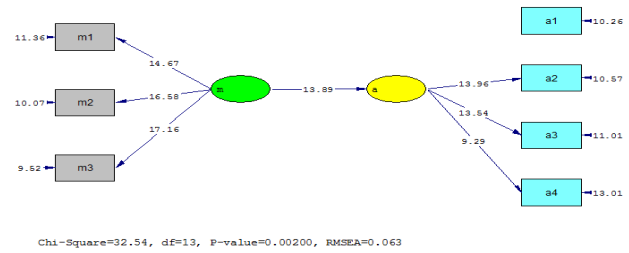


Figure 3. The modeling of structural equations of conceptual model (significance of coefficients)

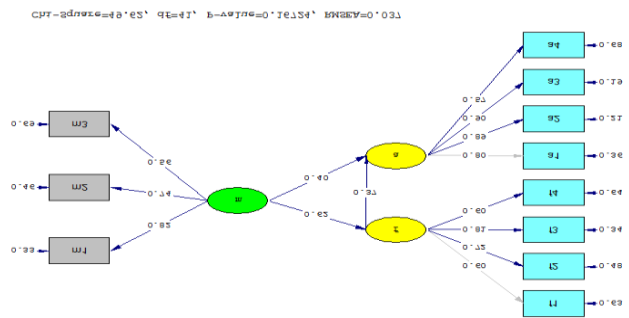


Figure 4. The modeling of structural equations of conceptual model of study (standard estimation)

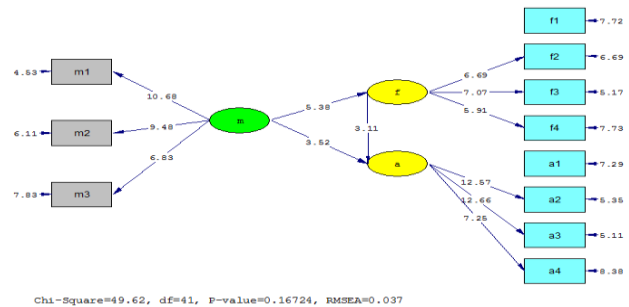
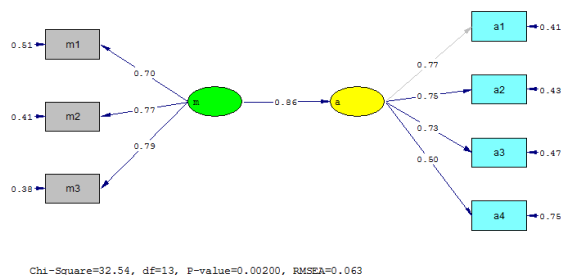


Figure 5. The modeling of structural equations of conceptual model of study (significance of coefficients)



Generally, in Lisrel software, each of the indices for the model is not the reason of the fit of model or its fit and the indices should be interpreted with each other. Table 4 indicates the most important indices. The values of indices show good and acceptable fit of the conceptual model of study. Based on the fit of

conceptual model of study, the consistency of conceptual model with the collected data is supported

Table 4. The fit indices of model

Achieved value	Acceptable limit	Index name
1/21	Less than 3	Chi – square ($\frac{\chi^2}{\text{Degree of freedom}}$)
0/94	Above 0.9	(Goodness of fit) GFI
0/037	Less than 0.08	Root Mean Square Error (Approximate)
0/99	Above 0.9	Adjusted- (comparative fit index)
0/91	Above 0.9	Adjusted goodness (of fit index)
0/96	Above 0.9	(Normalized fit index) NFI
0/99	Above 0.9	Non-normalized fit (index)

5.3. Hypotheses test

In this stage, at first, the Pearson correlation is tested among the study variables (based on the conceptual model) using SPSS 21 software. Only if the relationship between variables is significant, the causal relationship between these two variables is tested using LISREL software.

Main hypothesis: There is a positive and significant relationship between knowledge management and organizational effectiveness based on the mediating role of organizational culture.

5.3.1. Structural equations modeling

As shown in Table 2, the path coefficient between knowledge management and organizational effectiveness is 0.86. In model 4, based on the mediating role of organizational culture, the path coefficient between two variables is reduced as 0.62 and we can say the mediating variables have relative effect on the relationship between two variables.

5.3.2. Pearson correlation:

If the significance level is bigger than error level (0.05), H0 is supported and if the significance level is smaller than error value, H1 is supported.

Table 5. The path coefficients, t statistics and coefficient of determination (dependent variable: organizational effectiveness)

Total coefficient of determination (R^2)	T statistics	Path (β) coefficient	Predictive variable	Model
0/75	13.89**	0/86	Knowledge management (without organizational culture variable)	1
0/48	5/38*	0/62	Knowledge management (with organizational culture variable)	2

** p < 0.01 * p < 0.05

Table 6. Correlation coefficient (Dependent variable: Organizational effectiveness, mediating variable: organizational culture)

Correlation coefficient value	Conclusion	Error	Significance level
0/70	There is a relationship	0/05	0/000

As the significance level is 0.000 and smaller than error value 0.05, H1 is supported and it means that there is a positive and significant relationship between knowledge management and organizational effectiveness based on the mediating role of organizational culture. The correlation coefficient is 0.70 and the main hypothesis of study is supported (Table 5 and Table 6).

5.4. First sub-hypothesis

There is a positive and significant relationship between knowledge management and effectiveness.

5.4.1. *Pearson correlation*

If the significance level is bigger than error level (0.05), H0 is supported and if the significance level is smaller than error value, H1 is supported.

Table 7. Correlation coefficient (Dependent variable: Effectiveness)

Correlation coefficient value	Conclusion	Error	Significance level
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As the significance level is 0.000 and smaller than error value 0.05, H1 is supported and it means that there is a positive and significant relationship between two variables. The correlation coefficient is 0.70 and the first-sub hypothesis of study is supported (Table 7).

5.4.2 *Structural equations modeling*

As the path coefficient is 0.40 and t statistics is 3.52, we can say knowledge management at confidence interval 99% has significant and positive relationship with organizational effectiveness. Thus, the first sub-hypothesis is significant and supported. The multiple coefficient of determination (R^2) is 0.32 and this coefficient evaluates the predictability of dependent variable by independent variable. Based on the variable of knowledge management, 32% of changes of organizational effectiveness are predicted (Table 8).

Table 8. The path coefficients, t-statistics and the coefficient of determination (dependent variable: Effectiveness)

Total coefficient (R^2) t of determination	Significance level	T statistics	Path (β) coefficient	Predictive variable
0/32	0/000	/52** 3	0/40	Knowledge management

** p < 0.01 * p < 0.05

5.5. **Second sub-hypothesis**

There is a positive and significant relationship between knowledge management and organizational culture.

5.5.1. *Pearson correlation:*

If the significance level is bigger than error level (0.05), H0 is supported and if the significance level is smaller than error value, H1 is supported.

Table 9. Correlation coefficient (Dependent variable: organizational culture)

Correlation coefficient value	Conclusion	Error	Significance level
0/72	There is a relationship	0/05	0/000

As the significance level is 0.000 and smaller than error value 0.05, H1 is supported and it means that there is a positive and significant relationship between two variables. The correlation coefficient is 0.72 and the second-sub hypothesis of study is supported (Table 9).

5.5.2. *Structural equations modeling*

Table 10. The path coefficients, t-statistics and the coefficient of determination (dependent variable: organizational culture)

Total coefficient (R^2) t of determination	Significance level	T statistics	Path (β) coefficient	Predictive variable
0/48	0/000	/38** 5	0/62	Knowledge management

** p < 0.01 * p < 0.05

As the path coefficient is 0.62 and t statistics is 5.38, we can say knowledge management at confidence interval 99% has significant and positive relationship with organizational culture. Thus, the second sub-hypothesis is significant and supported. The multiple coefficient of determination (R^2) is 0.48 and this

coefficient evaluates the predictability of dependent variable by independent variable. Based on the variable of knowledge management, 48% of changes of organizational culture are predicted (Table 10).

5.6. Third sub-hypothesis:

There is a positive and significant relationship between organizational culture and effectiveness.

5.6.1. Pearson correlation

If the significance level is bigger than error level (0.05), H0 is supported and if the significance level is smaller than error value, H1 is supported.

Table 11. Correlation coefficient (Dependent variable: organizational effectiveness)

Correlation coefficient value	Conclusion	Error	Significance level
0/98	There is a relationship	0/05	0/000

As the significance level is 0.000 and smaller than error value 0.05, H1 is supported and it means that there is a positive and significant relationship between two variables. The correlation coefficient is 0.98 and the third-sub hypothesis of study is supported (Table 11).

5.6.2. Structural equations modeling

Table 12. The path coefficients, t-statistics and the coefficient of determination (dependent variable: organizational effectiveness)

Total coefficient of (R^2) determination	Significance level	T statistics	Path(β) coefficient	Predictive variable
0/25	0/000	/11** 3	0/37	Organizational culture

** p < 0.01 * p < 0.05

The path coefficient is 0.37 and t statistics is 3.11, we can say organizational culture at confidence interval 99% has significant and positive relationship with organizational effectiveness. Thus, the third sub-

hypothesis is significant and supported. The multiple coefficient of determination (R^2) is 0.25 and this coefficient evaluates the predictability of dependent variable by independent variable. Based on the variable of organizational culture, 25% of changes of organizational effectiveness are predicted (Table 12).

6. DISCUSSION AND CONCLUSION

The present study is performed in sport organization of Tehran Municipality. It was shown that the managers directly and indirectly have positive and significant effect with the mediating role of organizational culture on organizational effectiveness. Here, knowledge management turns the hidden asset in the mind of people to the organizational asset as a wide set of people involved in decision making have access to this wealth. Based on the results of study, the knowledge management was effective on organizational effectiveness with the mediating role of organizational culture and it is consistent with the study of Lee H., Choi (2003) and Zing et al., (2009). This shows that consideration of the dimensions by the managers about culture can prepare a good ground for the participation of employees via the involvement with organizational issues. The consistency of organizational culture with the culture of people can reduce tensions at work place and this leads to the movement of organization to the progress and effectiveness.

The results of other final model showed that effectiveness of knowledge management had direct and significant impact as 0.40 on organizational effectiveness in the sport organization of Municipality of Tehran. The results showed that the highest correlation was between the dimensions of knowledge creation and knowledge sharing with the effectiveness of knowledge management in sport organizations. Based on the new nature of topic of knowledge management and organizational effectiveness, a few studies have been performed in this regard and each one considers special issue in knowledge management. Based on all studies (Lee H., Choi, 2003; Trevor, 2006; Smith, 2007), knowledge management was effective on organizational effectiveness. Smith (2007) evaluated the relationship between knowledge management, strategy and organizational effectiveness in 23 sport clubs of Canada and showed that structure, culture and technology were the most important infrastructures of knowledge management and stated that both infrastructures of knowledge management and knowledge management processes had significant effect on organizational effectiveness.

The recommendations of this study show that first, in the studied state organizations, knowledge management is not implemented and we need much effort and investment and the managers should be sensitive to this issue. Second, establishment of knowledge management without considering other effective constructs is not significant and organizational and individual culture effective on the cycle of knowledge management should be considered by which the organization structure is changed and the amount of each dimension (formality, concentration and complexity) is determined.

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