THE IMPACT OF KNOWLEDGE SHARING ON ENTREPRENEURSHIP IN SPORT ORGANIZATIONS

SOHEYL SALKHI\(^{a}\), TAGHIASHOURI\(^{b1}\), MOHAMMAD REZA BOROUMAND\(^{c}\) AND AZAM FAZLI DARZI\(^{d}\)

\(^{a}\)MA in Sport Management, Shomal University, Amol, Iran  
\(^{b}\)Shahid Beheshti University, Tehran, Iran  
\(^{c}\)Phd Student in Sport Management, Guilan University, Rasht, Iran

ABSTRACT

Sharing knowledge should not be merely considered as the exchange of information like about stock, request for information about the limits and outputs, etc. But it should be deemed as the perspective for obtaining opportunities in the future. This way, the knowledge itself is not very valuable and what makes it valuable is its sharing. The aim of the present study is to investigate knowledge sharing on entrepreneurship in Mazandaran sport organizations. The population of the study comprises all the employees of Mazandaran Sports and Youth Organization, all the managers in physical education of the department of education and sports board managers in the province. The results showed that knowledge sharing effects on entrepreneurship.

KEYWORDS: Entrepreneurship Process, Knowledge Sharing, Knowledge Management, Sport Organizations

With passing the industrial revolution and entering the third millennium, we are now in an era the most important features of which are indefiniteness, complication, globalization and increasing technological changes. The existential value of the organizations since the beginning has gone under changes in the following fields: land and work force, capital and energy, knowledge and information. The expression “knowledge is power” has been replaced by the expression “sharing is power” in the current era which is known as the era of wisdom (Rezaee, 2011; Chen et al, 2012; Liao et al, 2010).

Sharing knowledge is a process which is realized through using and actualizing certain activities the most important of which are: the acquisition of knowledge and information, distribution of information, giving the information to the organizational memory and recovering the information and knowledge (Vito et al, 1999).

Implicit knowledge sharing is sharing the mental ideas and occupational perspectives and contributing in creating new views and ideas by the person (Ziaeddini et al, 2013). Explicit knowledge sharing is sharing the experience, skills and the technical knowledge of the person in the form of texts, discussion and debate sessions, seminars, rules and regulations. (Ziaeddini et al, 2013).

Customer knowledge sharing means we should develop the information according to the current needs and future values of the customer, creating opportunities and using the knowledge in the integrated development team of the product (Maleki et al, 2014) while producers knowledge sharing is what we should develop the knowledge among the integrated development team of the product about the capabilities of the producers, the producers' designs and the producers' process (Maleki et al, 2014).

The value of sharing knowledge is, the fact, imitating the organizational knowledge as a unique asset is difficult. Therefore, sharing knowledge in order to increase the creation of new knowledge, new idea and innovative products is rapidly increasing. Knowledge is basically the result of the interactions of the minds and we cannot easily store most information in computers even if we have the most advanced and complicated expert systems, because the information is sometimes so complicated that it costs a lot for an organization to store it by computers. On the contrary, such information can be quickly and cheaply obtained by a simple conversation with an expert. When knowledge is separated with its proper context, it loses its value (Ziaedini, 2014).

Since knowledge management and sharing knowledge are new phenomena, they may not be directed along with entrepreneurship factors to obtain competitive advantages. Therefore, the findings of this research can have concepts for the managers. The culture of sharing knowledge should be institutionalized in organizations for entrepreneurship because for an organization to be able to create new ideas in itself, it needs to take care of sharing knowledge. Also, people need to be aware that sharing knowledge results in competitiveness and the organization's success and it
contributes to the organization's innovation. Therefore, it seems that the organization needs to do something to strengthen them. As a result, in this research, the effects of knowledge sharing on entrepreneurship is investigated.

**RESEARCH HYPOTHESIS**

Hypothesis 1: Knowledge sharing affects on entrepreneurship in Mazandaran sport organizations.

Hypothesis 2: Knowledge sharing affects on idea creation in Mazandaran sport organizations.

Hypothesis 3: Knowledge sharing affects on opportunities' discovery in Mazandaran sport organizations.

Hypothesis 4: Knowledge sharing affects on idea exploitation in Mazandaran sport organizations.

**MATERIALS AND METHODS**

This research is applied in goal and descriptive-survey in method. In addition, the research is sectional because it investigates data of a period of time. The population of the study comprises all the employees of Mazandaran Sports and Youth Organization, all the managers in physical education of the department of education and sport boards managers in the province. The population is almost 462 people and 213 of them were chosen as samples by the Morgan table. 310 questionnaires were distributed among the people and 250 of them were given back.

The questionnaire of this research was taken from Madhoushi's questionnaire. The questions contain variables of knowledge sharing and entrepreneurship (idea creation, opportunity discovery and idea exploitation). To determine the validity, the method of content validity was used. The questionnaire was edited in three sections of personal specifications, main questions and giving suggestions. After the research subject was confirmed by the professors and to ensure the content validity of the questionnaire and to accurately assess the given concepts and examples, the questionnaire was submitted to the professors of physical education to do the needed concept and content correction so that the questionnaire gets the validity. The questions became clearer in edition and were more comprehensible.

**RESULTS**

The purpose of this paper is investigating the effect of knowledge sharing on entrepreneurship. For this, one main hypothesis and five hypothesis were used and all of them evaluated by using SPSS software.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>r</th>
<th>sig</th>
<th>R Square</th>
<th>t</th>
<th>Std. Error</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.527</td>
<td>0.001</td>
<td>0.277</td>
<td>9.753</td>
<td>0.473</td>
<td>+</td>
</tr>
<tr>
<td>2</td>
<td>0.282</td>
<td>0.001</td>
<td>0.080</td>
<td>4.632</td>
<td>0.6</td>
<td>+</td>
</tr>
<tr>
<td>3</td>
<td>0.335</td>
<td>0.001</td>
<td>0.112</td>
<td>4.594</td>
<td>0.632</td>
<td>+</td>
</tr>
<tr>
<td>4</td>
<td>0.577</td>
<td>0.001</td>
<td>0.33</td>
<td>11.13</td>
<td>0.675</td>
<td>+</td>
</tr>
</tbody>
</table>

* p < 0.01

At the first hypothesis, it was supposed that knowledge sharing can have an influence on entrepreneur ship process. Data analyzing shows that correlation coefficient is 0.527 (sig=0.001). Therefore, we can conclude that knowledge sharing positively affects on entrepreneurship.

At the second hypothesis, it was supposed that Knowledge sharing affects on idea creation. Data analyzing shows that correlation coefficient is 0.282 and statistical significance between two variables confirms this hypothesis (sig=0.001). Thus, the more organizations share knowledge in organization, the more they create new ideas. In other words, the second hypothesis is supported.

Regarding the third hypothesis, it was supposed that Knowledge sharing affects on opportunity discovery. The results shows that correlation coefficient is 0.335 (sig=0.001). Thus, the more organizations share knowledge in organizations, the more they discover opportunity. Therefore, the third hypothesis is supported.

Finally, as far as fourth hypothesis is concerned, it was supposed that knowledge sharing affects on idea exploitation. Data analysis shows that correlation coefficient is 0.577 and Statistical significance between two variables confirms this hypothesis (sig=0.001). Thus, the more organizations share knowledge in organizations, the more they
exploit ideas. In conclusion, the fourth hypothesis is supported.

**DISCUSSION AND CONCLUSION**

The results of present paper show that knowledge sharing effects on entrepreneurship process in Mazandaran sport organizations. Knowledge sharing effects on three components of entrepreneurship (idea creation, opportunity discovery and idea exploitation) in Mazandaran sport organizations.


Mokhtari et al (2014) reported the same results of other researches which follows this research results. For example, Khosravi(2013), in the department of social security in Gom, Khaghan in Police department in Kurdistan and Nasiri in the bureau of cooperation and work in Hamedan province showed that sharing knowledge has a positive, direct and significant effect on the entrepreneurship of the staff. Farhangi(2005), in his research, also found the connection between the factors of organizational connections with the factors of entrepreneurship (with factors similar to the ones in this research done on the employees with M.A./M.S or higher degrees in Tehran headquarter and distribution companies). The result of the tests showed that all the three levels of the organizational entrepreneurship process have a significant and positive relationship with the factors of organizational connections (connection channel, connection content, connection direction and connection style)(Mokhtari et al, 2014).

Nemati and Jamshidii(2007) investigated the effect of knowledge sharing on the development of social capital among the members of the units of Roshd technology center in Shahid Beheshti university where they confirmed the effectiveness of knowledge sharing on the development of social capital. Vaezi(2009) also investigated the effect of knowledge creation and knowledge transfer on the organizational culture, creativity and innovation, paying attention to people, tendecy toward change, team forming, organization structure in the system colleagues where the hypotheses of the effectiveness of knowledge creation and knowledge transfer on the organizational culture, creativity and innovation, paying attention to people,
tendency toward change, team forming, organization structure was confirmed Bowen and Lawler(1992) know empowerment as the sharing of the staff of the organization's frontline in the four elements of information, knowledge, reward and power. Binz-Scharf(2003) showed that in governmental organizations, if the process of knowledge sharing is done well, it will result in the development in the quality of the given services in these organizations, therefore, in governmental organizations the phrase “competitive advantages” means giving quality services to the public along with the purposes of the public sector and here the goal is not producing quality products. In their researches, Alavi et al(2001) and Maleki(2014) in their research noted that sharing knowledge results in success in developing new products, lowering the costs, increasing the efficiency, improving giving services to the customers, decreasing the time for developing new products, decreasing the time for delivering the final product to the customer and finally lowering the cost of getting access to types of valuable knowledge within the organization all of which can result in the satisfaction of the customers. Maleki(2014) also showed that an organization which supports the sharing and creation of knowledge among its members, can define effective and efficient processes and improve its organizational performance more.

Any organization that wants to reach sustainable growth in its business needs to turn the activities of knowledge management into a routine activity. In order to develop in knowledge sharing in the organization, instead of trying to change the culture, first they need to coordinate the activities of knowledge sharing with the current cultural values in the organization and let the staff know the importance of knowledge sharing in the organization. New ideas provide the organizations with opportunities for growth and competitive advantages. Todays, the survival of an organization depends on tendency toward new products and services and using methods to make them possible. Due to the hazards in giving new services, they need to constantly think about improving the process of giving services and succeeding in developing new services. To do so, the present study was an effort to know knowledge management and especially the step of sharing knowledge about how the staff in an organization can share their knowledge and finally reach the goal of the sports organizations being giving better services to the customers. The conclusion is that the governmental organizations by sharing knowledge
need to manage their knowledge effectively and efficiently to improve the quality of giving services.

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