

## The Effect of Organizational Culture and Organizational Justice on Knowledge Management in Sports and Youth Departments of West Azerbaijan Province

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### Article history:

Received date: 2020/05/20

Review date: 2020/08/20

Accepted date: 2020/08/25

### Keywords:

Knowledge Management;  
Organizational Culture; Organizational  
Justice; Sports Organizations; Structural  
Equation Modeling; Organizational  
Performance; Knowledge Sharing;  
Sports and Youth Departments.

**Purpose:** The present study aimed to investigate the direct and indirect effects of organizational culture and organizational justice on knowledge management among employees of the Sports and Youth Departments of West Azerbaijan Province and to determine the extent to which these organizational factors contribute to knowledge acquisition, storage, distribution, transfer, and utilization.

**Methodology:** This applied descriptive-correlational study was conducted using a survey design among all employees of the Sports and Youth Departments of West Azerbaijan Province. The statistical population consisted of 69 employees, all of whom participated in the study through census sampling. Data were collected using three standardized instruments: the Fong and Choi Knowledge Management Questionnaire, the Niehoff and Moorman Organizational Justice Questionnaire, and the Robbins Organizational Culture Questionnaire. Knowledge management was assessed through four dimensions: knowledge acquisition, storage and maintenance, distribution and transfer, and deployment. Organizational justice included distributive, procedural, and interactional justice, while organizational culture was measured through nine dimensions including creativity and innovation, risk-taking, attention to detail, attention to outcomes, attention to employees, team orientation, ambitiousness, sustainability, and the impact of decision outcomes on employees. Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 3 software.

**Findings:** The structural model demonstrated strong goodness-of-fit, acceptable reliability, and substantial predictive power. Organizational culture exerted a significant positive direct effect on knowledge management ( $\beta = 0.691$ ,  $T = 2.100$ ,  $p = 0.001$ ), explaining approximately 69% of its variance. Organizational justice also had a significant positive direct effect on knowledge management ( $\beta = 0.853$ ,  $T = 8.162$ ,  $p = 0.001$ ), accounting for nearly 85% of the variance. Among organizational justice dimensions, distributive justice ( $\beta = 0.868$ ), interactional justice ( $\beta = 0.838$ ), and procedural justice ( $\beta = 0.804$ ) significantly contributed to the construct. Within organizational culture, risk-taking ( $\beta = 0.807$ ), team orientation ( $\beta = 0.857$ ), creativity and innovation ( $\beta = 0.776$ ), attention to outcomes ( $\beta = 0.822$ ), attention to detail ( $\beta = 0.732$ ), ambitiousness ( $\beta = 0.724$ ), sustainability ( $\beta = 0.652$ ), attention to employees ( $\beta = 0.520$ ), and the impact of decisions on employees ( $\beta = 0.864$ ) significantly explained organizational culture. However, the direct relationship between organizational culture and organizational justice was not supported by the model. Knowledge storage and maintenance ( $\beta = 0.780$ ) emerged as the strongest dimension of knowledge management, followed by knowledge deployment ( $\beta = 0.654$ ), knowledge acquisition ( $\beta = 0.612$ ), and knowledge distribution and transfer ( $\beta = 0.397$ ).

**Conclusion:** The findings indicate that both organizational culture and organizational justice are critical determinants of effective knowledge management in sports organizations.

**Please cite this article as:** Ghanbari Shotordar, Z., Kashef, S. M., & Behnam, M. (2020). The Effect of Organizational Culture and Organizational Justice on Knowledge Management in Sports and Youth Departments of West Azerbaijan Province, *Iranian Journal of Educational Sociology*, 3(3): 211-220.

## 1. Introduction

The rapid development of information and communication technologies, globalization of markets, increasing organizational complexity, and the transition from industrial economies to knowledge-based economies have fundamentally transformed the nature of organizational competition. In contemporary organizations, tangible assets alone are no longer sufficient to ensure sustainable success; rather, the ability to create, acquire, store, disseminate, and effectively utilize knowledge has become a critical source of competitive advantage. Consequently, knowledge management has emerged as one of the most influential managerial paradigms in modern organizations. Knowledge management refers to a systematic process through which organizations identify, generate, organize, share, and apply knowledge in order to improve performance and achieve strategic objectives (Davenport & Prusak, 2000). The growing significance of knowledge management stems from the recognition that organizational knowledge constitutes a valuable intangible asset capable of enhancing innovation, productivity, and organizational adaptability. According to Afrazeh, knowledge management encompasses a set of managerial practices aimed at facilitating knowledge creation, storage, transfer, and application throughout the organization (Afrazeh, 2005). Similarly, McElroy and Firestone emphasized that knowledge management is not merely concerned with information processing but involves organizational learning processes that enable continuous knowledge generation and improvement (McElroy & Firestone, 2002). More recently, scholars have highlighted the strategic role of knowledge management in promoting organizational resilience and innovation under rapidly changing environmental conditions (Davari et al., 2020). Therefore, organizations operating in highly dynamic sectors increasingly rely on effective knowledge management systems to maintain competitiveness and improve decision-making quality.

Knowledge management has become particularly important in public organizations, where effective utilization of knowledge resources contributes to service quality, policy implementation, and organizational effectiveness. Public-sector institutions often face challenges associated with bureaucratic structures, fragmented information systems, and limited knowledge-sharing mechanisms. Under such circumstances, the implementation of knowledge management practices can significantly improve organizational performance by facilitating learning, collaboration, and innovation. Norouzian argued that the application of knowledge management in public organizations enables better use of human resources, enhances organizational flexibility, and improves responsiveness to environmental changes (Norouzian, 2008). Similarly, Hassanabadi and Mozaffari emphasized that organizations capable of effectively managing knowledge are better positioned to achieve sustainable competitive advantages and maintain long-term success (Hassanabadi & Mozaffari, 2017). In the context of sports organizations, knowledge management is particularly significant because these organizations operate in environments characterized by continuous technological, social, and managerial transformations. Effective management of organizational knowledge can support strategic planning, policy implementation, human resource development, and service delivery. Henry demonstrated that knowledge-related processes play a crucial role in the functioning of sports organizations and suggested that deficiencies in knowledge acquisition and storage may hinder organizational effectiveness (Henry, 2011). Therefore, identifying factors that facilitate knowledge management in sports organizations remains an important research priority.

Among the factors influencing knowledge management implementation, organizational culture has received substantial scholarly attention. Organizational culture refers to a shared system of values, beliefs, norms, and assumptions that guide employee behavior and shape organizational practices. Culture determines how individuals perceive knowledge, whether they are willing to share it, and how they respond to organizational learning initiatives. Because knowledge is inherently social in nature, its creation and transfer depend heavily on the cultural environment within which organizational members interact. Saffari and Shahrzad argued that organizational culture constitutes one of the most important foundations for the successful establishment of knowledge management systems, as it influences employees' attitudes toward collaboration, learning, and knowledge sharing (Saffari & Shahrzad, 2010). Likewise, Khornia found that

supportive cultural characteristics such as trust, participation, innovation, and teamwork significantly contribute to successful knowledge management implementation within sports and youth organizations (Khornia, 2013). Organizational cultures that encourage creativity, experimentation, and collective learning create favorable conditions for the generation and dissemination of knowledge, whereas rigid and hierarchical cultures may impede these processes. Recent evidence also suggests that organizational culture contributes to organizational innovation by encouraging knowledge exchange and reducing resistance to change (Talepadsand et al., 2018). Consequently, understanding the role of organizational culture is essential for developing effective knowledge management strategies.

Empirical research has consistently demonstrated a positive association between organizational culture and knowledge management outcomes. Shohani and colleagues reported a significant relationship between organizational culture and knowledge management among employees of the Ministry of Sport and Youth, indicating that organizations characterized by supportive cultural environments exhibit more effective knowledge-related processes (Shohani et al., 2014). Similarly, Talepadsand and colleagues found that organizational culture positively affects organizational innovation and indirectly enhances organizational performance through knowledge management mechanisms (Talepadsand et al., 2018). Contemporary research further suggests that organizational cultures promoting risk-taking and innovation may strengthen knowledge management capabilities and facilitate business model innovation. For instance, Deopgen and colleagues demonstrated that knowledge management capabilities and organizational risk-taking jointly contribute to innovation and organizational adaptability (Deopgen et al., 2020). Such findings indicate that organizational culture influences not only the existence of knowledge management systems but also their effectiveness in supporting organizational development. In sports organizations, where teamwork, collaboration, and innovation are central to achieving organizational goals, cultural dimensions may be particularly influential in determining the success of knowledge management initiatives.

Another organizational factor that has attracted increasing scholarly attention in relation to knowledge management is organizational justice. Organizational justice refers to employees' perceptions regarding the fairness of organizational procedures, outcomes, and interpersonal treatment. It encompasses distributive justice, procedural justice, and interactional justice, each of which contributes to employees' attitudes and behaviors within the workplace. Perceptions of fairness influence trust, organizational commitment, job satisfaction, and willingness to engage in discretionary behaviors such as knowledge sharing. Dehghanan and Ostadhashemi emphasized that organizational justice plays a crucial role in shaping employee perceptions and organizational behavior by promoting feelings of equity and fairness (Dehghanan & Ostadhashemi, 2008). When employees perceive organizational decisions and procedures as fair, they are more likely to cooperate with colleagues, participate in organizational activities, and contribute their knowledge to collective goals. Conversely, perceived injustice may reduce motivation, trust, and willingness to share expertise. The importance of organizational justice for knowledge management is further highlighted by research demonstrating that fair treatment encourages knowledge exchange and organizational learning. Nazem and Lajevardi reported significant relationships between organizational justice and knowledge management processes, suggesting that justice-related perceptions can directly influence organizational knowledge activities (Nazem & Lajevardi, 2017). Therefore, organizational justice may serve as a critical contextual factor affecting knowledge creation and transfer.

The relationship between organizational justice and knowledge management can be understood through social exchange and organizational behavior perspectives. Employees who perceive fairness in resource allocation, decision-making procedures, and managerial interactions are more likely to reciprocate through positive organizational behaviors, including active participation in knowledge-sharing activities. Dehghan and Ameri identified organizational and managerial factors as important determinants of successful knowledge management implementation and emphasized the role of supportive organizational environments in facilitating knowledge-related activities (Dehghan & Ameri, 2015). Moreover, organizational justice contributes to the development of trust, which is widely recognized as a prerequisite

for effective knowledge exchange. Employees are generally reluctant to share valuable knowledge when they perceive unfair treatment or lack confidence in organizational systems. Consequently, organizations seeking to enhance knowledge management effectiveness must address not only technological and structural issues but also employees' perceptions of fairness and equity. Although previous studies have separately examined the effects of organizational culture and organizational justice on knowledge management, relatively limited research has simultaneously investigated their roles within sports organizations. Given the strategic importance of knowledge management for organizational effectiveness and the unique operational characteristics of sports and youth departments, further empirical investigation is warranted. Therefore, the present study aims to investigate the effects of organizational culture and organizational justice on knowledge management among employees of the Sports and Youth Departments of West Azerbaijan Province.

## **2. Methodology**

This study employed a descriptive-correlational research design. Because it collected information on demographic characteristics and described the existing conditions, it was classified as a survey study. Furthermore, since the research hypotheses examined relationships among variables, the study was correlational in nature and conducted in a field setting. In terms of purpose, the research was applied.

Based on the research background, appropriate questionnaires were selected to measure the study variables and were distributed among the target population. The statistical population consisted of employees of the Sports and Youth Departments of West Azerbaijan Province who held at least a high school diploma. Due to the limited number of employees, a census sampling method was adopted. Therefore, the sample size was equal to the statistical population, comprising 69 participants. Three standardized instruments were used for data collection. The Fong and Choi Knowledge Management Questionnaire (2009) consists of 25 items measuring four dimensions: knowledge acquisition, knowledge storage and maintenance, knowledge distribution and transfer, and knowledge deployment. The Niehoff and Moorman Organizational Justice Questionnaire (1993) contains 20 items measuring distributive, procedural, and interactional justice. In addition, the Robbins Organizational Culture Questionnaire (Qanati, 2008) includes 56 items assessing creativity and innovation, risk-taking, attention to detail, attention to outcomes, attention to organizational members, the impact of decision outcomes on employees, team orientation, ambitiousness, and sustainability. All items were rated on a five-point Likert scale.

Data were analyzed using factor analysis based on the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach to evaluate the fitness of the proposed model. For this purpose, SmartPLS version 3 software was utilized. The theoretical foundations of the study were developed through a review of library resources, including books, journal articles, Persian and English sources, and internet-based materials.

## **3. Findings**

Among the 69 participants, 60.9% were male. Regarding educational attainment, 43.5% held a bachelor's degree, 18.8% held a master's degree, and 5.8% held a doctoral degree. In terms of work experience, 11 participants had less than 5 years of experience, 20 had between 5 and 10 years, 24 had between 10 and 15 years, and 14 had between 15 and 20 years of experience.

The findings indicated that all variables were normally distributed. Reliability, convergent validity, and discriminant validity were examined to assess model fitness. Internal reliability was evaluated using factor loadings, Cronbach's alpha, and composite reliability coefficients. Convergent validity assessed the correlation between a construct and its indicators, whereas discriminant validity examined the distinctiveness of each construct relative to other constructs in the model.

The results showed that all retained indicators had factor loadings greater than 0.40. Four items with factor loadings below 0.40 were removed from the model, and subsequent analyses were conducted using the remaining validated items.

Convergent validity was assessed using the Average Variance Extracted (AVE) criterion proposed by Fornell and Larcker (1981). The results confirmed acceptable convergent validity for all constructs. Discriminant validity was evaluated using the Fornell–Larcker criterion and latent variable correlation matrices. The findings demonstrated that each construct shared more variance with its own indicators than with other constructs, confirming satisfactory discriminant validity.

The reliability of the model was further supported by acceptable Cronbach's alpha and composite reliability coefficients. To evaluate the structural model, the significance coefficient (T-values), coefficient of determination ( $R^2$ ), and predictive relevance ( $Q^2$ ) were examined. All relationships among the research components, except the relationship between organizational culture and organizational justice, were statistically significant with T-values greater than 1.96. Moreover, the  $R^2$  values for most endogenous variables exceeded 0.67, indicating strong explanatory power. Likewise, the  $Q^2$  values demonstrated substantial predictive relevance, as most constructs exceeded the threshold of 0.35.

The results of the factor analysis revealed that all three dimensions of organizational justice significantly contributed to the organizational justice construct. Distributive justice (0.886) showed the strongest contribution, followed by interactional justice (0.838) and procedural justice (0.804).

Regarding organizational culture, all nine dimensions significantly contributed to the construct. Risk-taking (0.905) demonstrated the strongest contribution, followed by team orientation (0.893), creativity and innovation (0.885), attention to detail (0.831), attention to organizational members (0.829), impact of decision outcomes on employees (0.778), sustainability (0.667), ambitiousness (0.616), and attention to outcomes.

In the domain of knowledge management, all four dimensions significantly explained the construct. Knowledge storage and maintenance (0.780) exhibited the strongest contribution, followed by knowledge deployment (0.654), knowledge acquisition (0.612), and knowledge distribution and transfer (0.397).

Path analysis showed that organizational culture had a significant positive direct effect on knowledge management ( $\beta = 0.691$ ), explaining approximately 69% of its variance. However, organizational culture did not have a significant effect on organizational justice. Furthermore, organizational justice had a significant positive direct effect on knowledge management ( $\beta = 0.853$ ), explaining approximately 85% of its variance.

**Table 1. Results of Testing the Main Hypotheses of the Final Research Model**

Research Hypothesis	Coefficient ( $\beta$ )	T Statistic	p-value	Result
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 Decision Outcomes on Employees	0.864	15.812	0.001	Confirmed
Organizational Culture → Attention to Organizational Members	0.520	17.359	0.001	Confirmed
Organizational Culture → Team Orientation	0.857	37.137	0.001	Confirmed
Organizational Culture → Attention to Detail	0.732	26.955	0.001	Confirmed
Organizational Culture → Attention to Outcomes	0.822	5.617	0.001	Confirmed
Organizational Culture → Ambitiousness	0.724	7.488	0.001	Confirmed
Organizational Culture → Risk-Taking	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

#### 4. Discussion

The present study examined the effects of organizational culture and organizational justice on knowledge management among employees of the Sports and Youth Departments of West Azerbaijan Province. The findings demonstrated that both organizational culture and organizational justice exert significant positive effects on knowledge management, while the relationship between organizational culture and organizational justice was not statistically significant. Furthermore, all dimensions of organizational culture, organizational justice, and knowledge management significantly contributed to their respective constructs. These findings underscore the importance of organizational factors in facilitating the successful implementation of knowledge management processes within public sports organizations.

One of the most important findings of the study was the significant positive effect of organizational culture on knowledge management. The results indicated that organizational culture explained a substantial proportion of the variance in knowledge management and that dimensions such as risk-taking, team orientation, creativity and innovation, attention to detail, attention to organizational members, and sustainability played important roles in shaping the cultural environment. This finding supports the view that knowledge management is fundamentally a social process that depends on shared values, norms, and behavioral expectations within organizations. Knowledge cannot be effectively created, transferred, or utilized unless organizational members operate within a culture that encourages learning, cooperation, and innovation. Previous scholars have consistently argued that organizational culture represents one of the most important foundations for knowledge management implementation because it influences employees' willingness to share knowledge and participate in organizational learning activities (Saffari & Shahrzad, 2010). Likewise, Khornia reported that supportive organizational cultures characterized by trust, collaboration, and innovation significantly facilitate knowledge management implementation in sports and youth organizations (Khornia, 2013). The present findings are also consistent with the results reported by Shohani and colleagues, who identified a positive relationship between organizational culture and knowledge management among employees of the Ministry of Sport and Youth (Shohani et al., 2014). From a theoretical perspective, organizations that promote innovation, teamwork, and openness to change create favorable conditions for knowledge exchange, which ultimately improves organizational learning and performance.

The strong contribution of risk-taking and creativity to organizational culture is particularly noteworthy. Modern organizations operate in uncertain environments that require continuous adaptation and innovation. Employees who are encouraged to take calculated risks and propose innovative ideas are more likely to engage in knowledge creation and experimentation. This interpretation is consistent with the findings of Deopgen and colleagues, who demonstrated that organizational risk-taking and knowledge management capabilities jointly contribute to organizational innovation and business model development (Deopgen et al., 2020). Similarly, Talepadsand and colleagues found that organizational culture positively affects innovation and organizational performance through knowledge management mechanisms (Talepadsand et al., 2018). Therefore, sports organizations that seek to improve their knowledge management systems should focus on developing cultural characteristics that encourage creativity, experimentation, and collective problem-solving.

Another major finding was the significant positive effect of organizational justice on knowledge management. Organizational justice exhibited an even stronger direct effect on knowledge management than organizational culture, suggesting that employees' perceptions of fairness play a critical role in facilitating knowledge-related behaviors. The dimensions of distributive justice, interactional justice, and procedural justice all contributed significantly to the organizational justice construct, with distributive justice showing the strongest contribution. These findings indicate that employees are more willing to participate in knowledge-sharing activities when they perceive that organizational resources, rewards, and opportunities are allocated fairly and that managerial decisions are implemented through transparent and equitable procedures. Organizational justice creates an environment of trust and mutual respect, reducing

concerns about exploitation and encouraging employees to share valuable knowledge with colleagues. This interpretation is consistent with the arguments advanced by Dehghanan and Ostadhashemi, who emphasized that perceptions of fairness influence employee attitudes, motivation, and organizational behavior (Dehghanan & Ostadhashemi, 2008). Employees who perceive fairness are more likely to exhibit organizational citizenship behaviors, including active participation in knowledge-sharing and collaborative activities.

The findings regarding organizational justice are also consistent with previous empirical studies. Nazem and Lajevardi reported significant relationships between organizational justice and knowledge management and concluded that fair organizational practices enhance employees' willingness to engage in knowledge-related activities (Nazem & Lajevardi, 2017). Similarly, Dehghan and Ameri identified organizational and managerial factors, including fairness and supportive environments, as important determinants of successful knowledge management implementation (Dehghan & Ameri, 2015). The present findings further support the notion that procedural and interactional dimensions of justice are particularly important because they shape employees' perceptions of trustworthiness and legitimacy within the organization. When managers communicate decisions honestly, treat employees respectfully, and allow participation in decision-making processes, employees become more committed to organizational objectives and more willing to contribute their knowledge. Consequently, organizational justice should be regarded as a strategic resource that facilitates knowledge creation, transfer, and utilization.

An unexpected finding of the study was the absence of a significant relationship between organizational culture and organizational justice. Although the path coefficient suggested a positive association, the relationship was not statistically supported by the structural model. This finding differs from theoretical expectations suggesting that supportive organizational cultures often foster perceptions of fairness. One possible explanation is that employees may evaluate organizational justice based primarily on managerial actions, reward systems, and procedural practices rather than broader cultural values. In public organizations, formal rules and administrative procedures may exert stronger influences on justice perceptions than informal cultural norms. Another possibility is that organizational culture and organizational justice operate as relatively independent determinants of knowledge management within the context of the Sports and Youth Departments of West Azerbaijan Province. While culture influences behavioral expectations and collaborative norms, justice perceptions may arise from employees' direct experiences with organizational policies and leadership practices. Therefore, improvements in organizational culture may not automatically translate into higher perceptions of organizational justice.

The findings also revealed that knowledge storage and maintenance represented the strongest dimension of knowledge management, followed by knowledge deployment, knowledge acquisition, and knowledge distribution and transfer. This pattern suggests that the organization has developed relatively strong mechanisms for preserving organizational knowledge but may face greater challenges in facilitating widespread knowledge exchange among employees. Such findings are consistent with observations made by Henry, who reported that sports organizations often demonstrate weaknesses in certain knowledge management processes, particularly knowledge acquisition and dissemination activities (Henry, 2011). Effective knowledge management requires not only the accumulation of knowledge but also the establishment of systems and cultural conditions that encourage its transfer and application. The relatively lower contribution of knowledge distribution and transfer observed in the present study suggests that managers should pay greater attention to creating communication channels, collaborative platforms, and incentives for knowledge sharing among employees.

The overall findings of this study reinforce the fundamental principles of knowledge management theory. Knowledge is increasingly recognized as a strategic organizational asset capable of generating sustainable competitive advantages (Davenport & Prusak, 2000). Effective knowledge management requires a combination of technological, structural, and behavioral factors that support knowledge creation and utilization (Afrazeh, 2005). McElroy and Firestone emphasized that knowledge management extends

beyond information storage and involves organizational learning processes that continuously generate new knowledge (McElroy & Firestone, 2002). Similarly, Ghorbani argued that successful knowledge management depends on organizational systems that facilitate knowledge creation, acquisition, dissemination, and application (Ghorbani, 2019). The present study provides empirical evidence supporting these perspectives and demonstrates that organizational culture and organizational justice constitute critical organizational conditions for the successful implementation of knowledge management systems.

The findings also support broader arguments regarding the strategic importance of knowledge management in contemporary organizations. Organizations that effectively manage knowledge resources are better able to adapt to environmental changes, improve decision-making quality, and maintain competitive advantages (Hassanabadi & Mozaffari, 2017). In public-sector organizations, knowledge management contributes to service quality, organizational effectiveness, and innovation (Norouzian, 2008). Davari and colleagues further emphasized that knowledge management facilitates organizational learning and enhances the ability of organizations to respond to complex environmental challenges (Davari et al., 2020). Therefore, strengthening organizational culture and organizational justice should be considered essential strategies for improving knowledge management and enhancing organizational performance within sports and youth departments.

This study should be interpreted in light of several limitations. First, the research was conducted within the Sports and Youth Departments of a single province, which may limit the generalizability of the findings to other governmental organizations, private-sector institutions, or sports organizations operating in different cultural and administrative contexts. Second, the study relied exclusively on self-report questionnaires, creating the possibility of common method bias and social desirability effects. Third, the cross-sectional nature of the research design limits the ability to establish causal relationships among organizational culture, organizational justice, and knowledge management. Finally, other potentially influential variables, such as leadership style, organizational structure, technological infrastructure, and employee motivation, were not included in the model.

Future studies should examine the relationships among organizational culture, organizational justice, and knowledge management in different organizational contexts and geographical regions to enhance external validity. Longitudinal research designs are recommended to better understand causal mechanisms and changes over time. Researchers may also investigate the mediating and moderating roles of variables such as organizational commitment, trust, innovation climate, transformational leadership, employee engagement, and digital capabilities. Comparative studies between public and private organizations or between different types of sports organizations may provide valuable insights into contextual differences affecting knowledge management implementation. Furthermore, qualitative and mixed-method approaches could offer a deeper understanding of employees' experiences and perceptions regarding knowledge management practices.

Managers of sports and youth organizations should actively cultivate organizational cultures that encourage teamwork, innovation, creativity, learning, and responsible risk-taking. Efforts should also be directed toward strengthening perceptions of organizational justice through transparent decision-making processes, equitable reward systems, respectful interpersonal treatment, and opportunities for employee participation. Establishing formal knowledge-sharing mechanisms, such as communities of practice, mentoring systems, collaborative meetings, and digital knowledge repositories, may enhance the effectiveness of knowledge management initiatives. Training programs focused on knowledge-sharing skills, collaborative problem-solving, and organizational learning should be implemented to encourage greater employee involvement. By simultaneously improving organizational culture and organizational justice, managers can create an environment that supports sustainable knowledge creation, transfer, and utilization throughout the organization.

### **Moral standards**

In the present study, the ethical principles related to qualitative researches were observed.

### **Acknowledgments**

We hereby thank all those who contributed to this research.

### **Contribution of authors**

In this research, each of the authors had a share in collecting the theoretical and research background, and the author was responsible for the initial writing of the article, analysis, writing and editing of the final article.

Conflict of interest There was no conflict of interest in this research.

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