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# STUDYING RELATIONSHIP BETWEEN ORGANIZATIONAL STRUCTURE AND KNOWLEDGE MANAGEMENT OF THE STAFF OF THE IRANIAN TOBACCO COMPANY

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## ABSTRACT
The aim of this research is Studying Relationship between organizational structure and knowledge management of the staff of the Iranian Tobacco Company. The population is all the staff of this company who is 739 people. Also because the population of the research consists of Organization of Investment, Economic and Technical Assistance of Iran we use Kokaran formula for choosing the sample that is 253 people. For sampling we have used simple random choosing method. The info was collected by library method and organizational structure and knowledge management questionnaire. The reliability of the research instrument using Cronbach's alpha coefficient was approved. We have used spss software, statistics tests and regression to analyze the data. The results showed there was a positive and significant relationship between Organizational structure and components and Knowledge management of staff of the Iranian Tobacco Company.

*Keywords: Organizational Structure, Knowledge Management, Staff, Iranian Tobacco Company*

## INTRODUCTION
Organizational structure shows the method that by using it we can spread science and knowledge among organization's staff. So it can affect on Distribution and collaboration of resources, processes, communication and social interaction between members of the same organization. Organizational structure stops an organization's abilities like Learning, innovation or improves the ability of the organization. In other side by entering the new millennium the earth and Raw materials that were the vital factors in developing the organizations, they have lost their importance. Organizations need to survive and continue in the absence of rapid and significant change is that the world. In terms of knowledge management as an important source of competitive advantage will be counted. Factors affecting the success of an organization are not solely related to capital, labor and raw materials that Related to the company's ability to generate knowledge among all members of the organization. Environmental organizations need to share, transfer and exchange knowledge among members.
Knowledge Management "is series of activities that helped the company to acquire knowledge from within and outside the organization. Organizational structure is one of the most essential parts of a successful strategy and a good action for managing the knowledge. So it's not possible for a learning organization to understand without organizational structure. It's because the features and specifications of the organizational structure as critical components and dimensions are known. The issue has an impact on innovation and productivity. Expression and opinion and Layls Central and decentralized decision-making structures are very different impacts on the ability of employees to learn. The tobacco company's knowledge management is desirable. This can be caused by tobacco company's organizational structure is inefficient. Given the lack of such research has led to the necessity and importance of these issues to be addressed. The absence of such a study led the tobacco company's organizational structure and management of knowledge in the scientific knowledge. The main subject of this research is:
Is there any relationship between tobacco company's organizational structure and management of knowledge?
*Research Background*
Jafari *et al.,* (2011) had a research on the relationship between structure and culture of the organization's knowledge management strategy in public health centers and the University of Tehran. This research

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showed Average of the recognized knowledge management and organizational structure of the high concentration of research centers. The correlation showed there was a significant relationship between Structural and cultural dimensions of knowledge management and organizational aspects. This relationship is positive with Focus and recognizes the negative and the flow of communication and knowledge sharing and learning. Research on the relationship between organizational structure and management of knowledge (study of deputy press parts of Iran Khodro Company). The results showed the organizational structure and its dimensions are significantly associated with knowledge management in the unit. conducted a study to investigate the relationship between organizational factors (structure and technology), the Physical Education Department conducted a knowledge management strategy. There is a relationship between organizational factors (structure and technology) with components of knowledge management (creation and transfer of knowledge). Recognize the relationship between knowledge creation and transfer (486 / 0-, 547 / 0-) focus on the creation and transfer of knowledge (385/0-and 411 / 0-) and the complexity of the creation and transfer of knowledge (473/0-and 619 / 0-) is negative and inversely. Lyon and Garcia (2011) conducted research on the impact of organizational structure on organizational learning. The organizational structures are four factors that affect the likelihood of organizational learning. These four factors are: structure / culture / strategy / organization environment. The organizational structure usually determines the organizational learning. Most researchers and authors believe that the structure of organizational learning is one of the results. Hence, organizational structure critical plays a big role in the learning process.study titled "What organizational structure on organizational performance through learning and innovation in Australia and China?" They found that some institutional structures look better in certain segments of the market. But you cannot say the best way to organize the organizational structure. Different types of organizational structures as well as rates can have the same performance. Organizations are stable and have more opportunities to increase their profitability are not changing organizations. Effective organizational structures have positive effects on both economic and non-economic performance.

## MATERIALS AND METHODS

### The Research Methodology

The aim of this research is practical and the kind of it is descriptive. The population is 739 staffs of this organization. A survey of staff and Investment Economic and Technical Assistance of Iran.we has following Kokaran formula:

$$n = \frac{Nz^2 \text{pq}}{N\varepsilon^2 + z^2 pq}$$

The sample is 239 people among staff that were analyzed. In this study, due to the homogeneity of the population of random sampling was used. Collecting info was done as bellow:

**Library method**: To collect the data by means of a library of books, academic theses, research papers and magazines and websites have been used.

**Field method**: for analyzing info and knowing experts' insights of this organization we have used questionnaire.

| Cronbach's Alfa | The number of questions | Dimensions |
|---|---|---|
| 0.736 | 12 questions | Organizational Structure |
| 0.804 | 3 questions | Formality |
| 0.883 | 3 questions | Complexity |
| 0.845 | 3 questions | Centralization |
| 0.742 | 3 questions | Integration |
| 0.717 | 9 questions | KM |
| 0.809 | 3 questions | Creating knowledge |
| 0.833 | 3 questions | Knowledge sharing |
| 0.846 | 3 questions | Self-organizing |

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We have used 2 Standard organizational structure and knowledge management questionnaires. To ensure the validity of the methods we have used the teachers and subject specialists. The reliability of the research instrument using Cronbach's alpha coefficient was confirmed that the results are shown in Table 3-1.In order to analyze the data collected from software spss statistical correlation and regression analysis were used.

**RESULTS AND DISCUSSION**
*Research Findings*
*4.1 The Normal Test*
In order to use parametric tests to analyze research data, the data provided must be normally distributed variables. Kolmogorov-Smirnov test was used to analyze this assumption

**Table 4-1: Statistics related to Kolmogorov-Smirnov test**

| Knowledge | Organizational Structure | Variable |
|---|---|---|
| **1.263** | 1.047 | Gvlmvgrvf smirnov value |
| **0.082** | 0.322 | Sig. |

Kolmogorov-Smirnov test results show that the distribution is normal variables and parametric tests can be used in the analysis of the research hypotheses.
*2. Correlation*

**Table 4-2: The relationship of organizational structure and knowledge management**

| 5 | 4 | 3 | 2 | 1 | Variable |
|---|---|---|---|---|---|
| | | | | 1 | 1. Recognition |
| | | | 1 | 0.367** | 2. Complexity |
| | 1 | 1 | 0.311** | 0.51** | 3. Focus |
| 1 | 0.593** | 0.53** | 0.3** | 0.512** | 4. Integration |
| 4 | 3 | 0.554** | 0.268** | 0.565** | 5.Organizational Structure |

There was Pearson correlation coefficient between the test results show that all aspects of knowledge management organizational structure is a significant positive correlation (p <0/01). To study the relationship between the dimensions of the tobacco company's organizational structure with dimensions of knowledge management staff of multivariate regression model was used.

**Table 4.4: Summarizes the results of multiple regression analysis**

| Level of significance | Freedom degree of error | Degrees of freedom hypothesis | F ratio | Value | Exam Name |
|---|---|---|---|---|---|
| 0.000 | 246 | 3 | 0.65 | 0.008 | Pylayy effect |
| 0.000 | 246 | 3 | 0.65 | 0.992 | Wilks Lambda |
| 0.000 | 246 | 3 | 0.65 | 0.008 | Hotelling effect |
| 0.000 | 246 | 3 | 0.65 | 0.008 | Largest root |

Table of Contents Table 4.4 shows the relationship between two variables is significant

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**Table 4-5: Effects of intergroup variables**

| The coefficient of determination | Level of significance | F ratio | Mean square | Degree of freedom | Sum of squares | Dependent variable |
|---|---|---|---|---|---|---|
| 0.446 | 0.000 | 51.626 | 22.887 | 4 | 91.548 | Self-organizing |
| 0.496 | 0.000 | 63.101 | 24.392 | 4 | 97.566 | Creating knowledge |
| 0.384 | 0.000 | 40.255 | 20.592 | 4 | 82.366 | Knowledge sharing |

There is International dimensions of organizational structures with dimensions of knowledge management staff Tobacco Company's significant relationship ($p < 0/01$).

*- Bivariate Regression Test*

The main hypothesis: there is a significant relationship between the organizational structure and management of the tobacco company's knowledge.

**Table 4.6: Regression analysis identified donors overall impact on knowledge management in the tobacco company's organizational structure**

| Watson camera | Level of significance | F | $R^2$ adjusted | $R^2$ | Correlation | Regression model |
|---|---|---|---|---|---|---|
| 1.72 | 0.000 | 33.62 | 0.48 | 0.482 | 0.694 | 1 |

There is a relationship between the correlation coefficient and the two variables, 694/0 and a significant level (000 / 0P =).The organizational structure of a significant effect ($P < 0/01$) on knowledge management in Iranian Tobacco Company.

**Table 4.7: Regression coefficients of the tobacco company's organizational structure and management**

| Significant level. | T | Standard beta | SE | Regression coefficients | Model |
|---|---|---|---|---|---|
| 0.757 | -0.309 | | 0.175 | -0.054 | Constant coefficient |
| 0.000 | 15.285 | 0.694 | 0.06 | 0.923 | Organizational Structure |

For a unit increase in the organizational structure, 923/0 of the tobacco company's knowledge management, there will be increased.

*Minor Hypothesis*

1. There is a relationship between concentration and knowledge management in the tobacco company's significant.

**Table 4.8: Regression analysis of the impact of specific regulators focus on knowledge management in Iranian Tobacco Company**

| Significant level. | T | Standard beta | SE | Regression coefficients | Model |
|---|---|---|---|---|---|
| 0.000 | 111.24 | 0.304 | 0.307 | 0.554 | 1 |

The correlation coefficient between the two variables, 554/0 and a significant level (000 / 0P =) is. Due to the adjusted coefficient of determination (304/0), the focus of a significant effect is($P < 0/01$) on the management of the tobacco companies in Iran.

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**Table 4.9: Regression coefficient Tobacco Company's focus and knowledge management**

| Significant level. | T | Standard beta | SE | Regression coefficients | Model |
|---|---|---|---|---|---|
| 0.000 | 7.413 | | 0.147 | 1.087 | Constant coefficient |
| 0.000 | 10.547 | 0.554 | 0.051 | 0.539 | Centralization |

For a unit increase in concentration, 539/0 of the tobacco company's knowledge management, there will be increased**. There is a relationship between the recognition and management of the tobacco company's knowledge**.

**Table 4.10: Regression analysis of the impact of specific donors recognize the tobacco company's knowledge management**

| Watson camera | Level of significance | F | $R^2$ adjusted | $R^2$ | Correlation | Regression model |
|---|---|---|---|---|---|---|
| 0.565 | 0.319 | 0.316 | 117.54 | 0.000 | 1.622 | 1 |

The correlation coefficient between the two variables, 565/0 and a significant level is (000 / 0P =). Due to the adjusted coefficient of determination (316/0), recognize the significant effect (P <0/01) on the management of the tobacco companies in Iran.

**Table 4-11: Regression coefficients recognition and management of tobacco companies in Iran**

| Significant level. | T | Standard beta | SE | Regression coefficients | Model |
|---|---|---|---|---|---|
| 1.154 | 0.137 | | 8.423 | 0.000 | Constant coefficient |
| 0.521 | 0.048 | 0.564 | 10.842 | 0.000 | Formality |

For a unit increase in the recognition, 521/0 of the tobacco company's knowledge management, there will be increased.
- There is complexity and significant relationship between Tobacco Company's knowledge management exists.

**Table 4-12: Regulators determine the effect of regression analysis on the complexity of the tobacco company's knowledge management**

| Watson camera | Level of significance | F | $R^2$ adjusted | $R^2$ | Correlation | Regression model |
|---|---|---|---|---|---|---|
| 0.268 | 0.072 | 0.068 | 19.366 | 0.000 | 2.308 | 1 |

Table 4-12- shows correlation coefficient between complexity and knowledge management in the tobacco companies. The correlation coefficient between the two variables, is 268/0 and a significant level is (000 / 0P =). Due to the adjusted coefficient of determination (068/0), the complexity of a significant effect is (P <0/01) on knowledge management in the Iranian Tobacco Company.

**Table 4-13: Regression coefficients of complexity and knowledge management in Iranian Tobacco Company**

| Significant level. | T | Standard beta | SE | Regression coefficients | Model |
|---|---|---|---|---|---|
| 1.624 | 0.22 | | 7.378 | 0.000 | Constant coefficient |
| 0.303 | 0.069 | 0.268 | 4.401 | 0.000 | Complexity |

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For a unit increase in complexity, 0.303 of the tobacco company's knowledge management, there will be increased. There is a significant relationship between the integration and management of the tobacco company's knowledge.

**Table 4.13: Regression analysis identified regulators of integration effect on the tobacco company's knowledge management**

| Watson camera | Level of significance | F | $R^2$ adjusted | $R^2$ | Correlation | Regression model |
|---|---|---|---|---|---|---|
| 0.685 | 0.469 | 0.467 | 221.583 | 0.000 | 1.749 | 1 |

The correlation coefficient between the two variables, 685/0 and a significant level is(000 / 0P =). Due to this the adjusted coefficient of determination is (467/0), the integration of a significant effect is (P <0/01) on the management of the tobacco companies in Iran.

**Table 4.14: Regression coefficient tobacco company's integration and knowledge management**

| Significant level. | T | Standard beta | SE | Regression coefficients | Model |
|---|---|---|---|---|---|
| 0.623 | 0.136 | | 4.588 | 0.000 | Constant coefficient |
| 0.7 | 0.047 | 0.685 | 14.886 | 0.000 | Integration |

For a unit increase in integration, 700/0 of the tobacco company's knowledge management, there will be increased.

*Conclusion*
Organizational structure, is the way in which the activities of the enterprise, organized and coordinated. Organizations create structures to coordinate work activities and control work of the members. Public relations and organizational determinants of levels in the hierarchy of administrative and specify management control field. The organizational structure consists of the systems by which all units are integrated. Effective communication in an organization will be guaranteed. Appropriate organization structure makes the work processes of flexibility and innovation. This study also showed that the tobacco company's organizational structure and management of a significant relationship (R2adj. = 0/480; p <0/01).This finding is consistent with results from studies of pa Lyon and Garcia (2011) is consistent. The results showed that the dimension of organizational structure is also positive and significant relationship with Knowledge Management. Here we have following suggestions:

*Comments on the Main Hypothesis*
Managers try to make decisions-date information and knowledge. The staffs try to identify the knowledge and experience gained from various projects to be shared with your colleagues.

*Suggestions for Research First Sub-hypothesis*
We give Employees latitude and discretion in doing activities. Managers in evaluating performance, giving financial rewards and have the necessary authority.

*The Second Sub-hypothesis Research Proposals*
Instructions to perform the duties of the employee shall be provided. It is tried the laws, regulations and guidelines are compiled in the organization.

*The Third Sub-hypothesis Research Proposals*
It is tries that in making the decision to consider something that is important all highly qualified and experienced staff. It is tried to assign everyone according to their specialized abilities in the organization**.**

*The Fourth Sub-hypothesis Research Proposals*
Harmony and order of things has always been considered and work towards greater coordination action. Staff for their commitment and try to consider the implications of their work.

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