Relationship between Dimensions of Organizational Structure and Knowledge Management Implementation in Public Libraries of Mashhad

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Abstract

Purpose: The purpose of this study is to evaluate the relationship between dimensions of organizational structure and variables of the implementation of knowledge management in Mashhad public libraries.

Methodology: A survey of 106 librarians within public libraries of Mashhad was used for this study. Robbins standard questionnaire was used to collect data about variables of organizational structure and the Nonaka and Taguchi standard questionnaire was used to collect data about different aspects of knowledge management implementation. Then, the research hypotheses were tested using structural equation modelling by Smart PlS software.

Findings: The findings of this study showed that organizational structure variables (centralization, formalization and complexity) are negatively related to dimensions of knowledge management implementation variables (socialization, internalization, externalization and combination) in public libraries of Mashhad. Besides, the relationship between formalization and socialization was not confirmed.

Originality/value: The organizational structure is important factor in the effectiveness of an organization in knowledge management implementation. The relationship between variables of the organizational structure and knowledge management dimensions, especially in knowledge-based organizations like public libraries, can provide an appropriate instruction for managers to optimize workers authorities, enforcement of rules and regulations and the number of jobs in the organization.

Keywords: Organizational structure, Knowledge management, Public libraries, Mashhad.