Prioritizing Knowledge Management System Components Related to Empowerment of Personnel
(Case Study: Iranian National Tax Administration)

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Abstract

This paper examines the prioritizing of component of knowledge management systems in relation with the empowerment of the personnel of Iranian National Tax Administration in Tehran Province. This is an applied research and due to its objective, it is a descriptive-correlational study. A number of 207 employees of the organization were randomly selected. Field data collection using the questionnaire was used. Knowledge management and employee empowerment questionnaires with respectively 41 questions and 30 questions were prepared and their reliability was confirmed through Cronbach's alpha of 0.96 and 0.95. The collected data were analyzed by descriptive statistics and inferential statistics. The normality of the data was confirmed by Friedman test and then all hypotheses were confirmed by correlation tested. Finally, the researchers concluded that a significant direct relationship is established between the prioritizing of component of knowledge management and empowerment of human resources in the tax affairs.

Keywords: Knowledge management, empowerment, Iranian National Tax Administration.
Introduction

Today, knowledge is the most important asset of an organization. Therefore, knowledge management is the process of an individual’s knowledge discovery and turning it into information so that it can be stored in databases, and exchanged with others in everyday processes (Afrazeh, 2007). Nowadays the multinational and progressive organizations emphasis on the implementation of knowledge management in organizations and they start the implementation of such systems in their organizations. The importance of knowledge to survive in a business environment makes the organization highly focused on activities such as organize, create, move, search, and share knowledge as an umbrella that is called knowledge management (Key, 2009, 54). With the implementation of knowledge management in the organization, it can be expected that the organization can achieve its targets and great success. During the nineteenth century, people typically work in local industries and new plants that had emerged. At this time the trend towards the factory system was further strengthened. Extensive use of technology, using unskilled workers, rapid economic growth, organizational growth, monopoly capitalism and the growth of bureaucracy is characteristic of this era. In this age people were relegated as interchangeable components with machines. In fact, the ruling administration was the answer to the question of how best to control the workers. With advances in technology the opportunity was provided to take control of previously accepted organizational procedures through replacing the new technology.

Statement of Problem

Organizations must be able to effectively manage their knowledge assets. Knowledge, due to the proximity to the decisions and organizational measures, can improve performance far more than data and information, and as a result the quality of services in organizations in general and in government agencies specifically can be improved (Hills, 2001 ). The term of “knowledge management” in the world of management will take various topics; the cause of this attitude is due to the movement of economic and manufacturing systems towards knowledge-based societies. This attitude considers the knowledge as land, labor and capital and generally as an asset (Nonoka and Takeuchi, 1995). Note that all employees have a strong intellectual knowledge but it is unknown. Natural essential knowledge is usually unwritten and it is formed based on subjective and oral transmission and the oral transmission is the cause of knowledge distorting. Note that this knowledge should be documented and used wherever necessary (Okorafor, 2010, 9). You can get a glimpse on the definitions of knowledge management and learn that knowledge management is related to theory and practice (Moghimi, R. 2012: 23). With respect to various aspects of knowledge management that have come together, Jashapara defines knowledge in the form of a cycle of four rings: effective learning process that accompanied with the creation, organization, sharing knowledge and applying it, which could improve the organizational intellectual capital and improve its performance (Jashapara, 2004: 12). Experts believe that the benefits of empowerment will benefit employees as well as managers. In addition, in the present era, empowerment is known as a means that by using it the managers will be able to efficiently run the modern organizations, which features a variety of channels of influence, relying on the development of horizontal collaboration networks, small differences
between managers and employees and reducing organizational belonging. In this regard the present tax system is not also excluded from this provision and to survival as other organizations they also need to empower their employees. Communication and interaction of the systems with various factors such as government, private sector, tax payers and other international organizations and most important of all social, economic, political, and cultural factors all have joined hands to create a dynamic environment for the system. Creating an efficient organization in the Iranian National Tax Administration can protect the tax collection largely against environmental changes (Seyedjavadin et al., 2009, 76). One of the factors affecting empowerment of employees is information, knowledge and job skills. Bowen and Lawler define empowerment as contribution of front line staff in the four elements of information, knowledge, reward and power (Bowen and Lawler, 1992). The importance and role of the human factor in the effectiveness of knowledge management, especially creating and sharing knowledge makes it necessary to create the necessary readiness to participate actively in the knowledge management (Asgari, 2011). Active participation or personnel depends on willingness and ability of employees (Hislop, 2012). Iranian National Tax Organization is one of creditable taxation organizations in Iran. The organization's mission is to provide differentiated services and increase productivity in a sustainable way and with a view to the realization of the tax through the use of new technologies in industry in tax and financial services. Based on the mission and vision that the organization has defined for itself, serious attention should give to the issue of empowerment of its staff, and therefore this knowledge management can be used as a variable in this context. Currently, the ability of the tax authorities is not ideal and there is a great capacity for approaching the favorable conditions. One of the potential is knowledge management. In fact, this research seeks to research the correlation of further empowerment of tax affairs staff through knowledge management and related component. This study aimed to demonstrate the knowledge management cycle can lead to the empowerment of human resources. This model is based on four-loop models of knowledge management (Jashapara, 2004: 12) and the life cycle knowledge (Bonbia, 2008: 55) that takes place in the Taxation Affairs Organization of Tehran. Therefore, the research question is that what is the relationship between prioritizing of knowledge management factors and empowerment of human resources in National Tax Administration of Iran – Tehran Province?

**Review of Literature**

The benefits of using knowledge management motivated most organizations to make efforts to implement this process. However, initial efforts in most organizations face the challenge that despite the expansion of investment on knowledge management, the applications is done slowly. The main reason for this problem is the low level of organizational readiness for the adoption and use of knowledge management. In recent years, knowledge management is one of the most interesting and most challenging topics of business management and circle of its application has become more widespread through its combination with other topics related to management (Ziaei et al., 2011, 180). Knowledge management is a process that helps organizations identify, select, organize, publish and transmit important information and skills that are part of the history of the organization and generally exists in the unstructured form in organization (Turban, 2006).
Ideas and Theories of Knowledge Management
The Concept of Knowledge and its Variants

The concept of knowledge management has used for a long time in a scientific but unofficial manner. The lack of a clear consensus on the definition of the concept led to the creation of chaos. Therefore, in order to better understand the concept of knowledge management, we should first examine the concepts of data, information, knowledge and communication between them. The terms “data” and “information” are often serve as a substitute for the “knowledge”. But in fact they have different meanings and understanding these differences is crucial for a knowledge-based work.

Data

Data is the reality of a situation or a case of a particular field unrelated to other things. The data reflect the interactions and exchanges that are complete and coherent as they are called insignificant. The components are stored and managed in databases (Norouzian, 2005). In fact, data is facts and realities and raw truth, which by itself has little meaning (Mokhtari and Yamin Firouzeh, 2004). Peter Drucker argues that information is the relevant and targeted data, in other words, in his view data alone are not relevant and targeted (Davenport and Prusak, 2000). The data is important because it is necessary conditions to create information (Awad and Ghaziri, 2004).

Information

Information is created from the exposure of data in a specific context or environment. By adding value to data, in fact, they will become information. All features of information are that it can be written in the form of documents or files stored in the database; for example: write down the cost per student at a high school in a given school year is information (Jafari Moghadam, 1993: 8). Adding context and interpretation of the data and their relationships with each other will result in the formation of information. And information is relevant and combined data with its interpretation. Data connection may reflect information. In some cases, the link between data may not lead to the information unless it will help to understand their meaning. Information is in fact summarized data that are categorized, sorted, polished, organized and analyzed so that can shed some light on the subject and using the information we can make decisions (Norouzian, 2005).

Knowledge

Knowledge is a combination of ideas and thoughts, understanding and lessons learned over time. Knowledge is understood through experience, reasoning, perception, learning, reading and listening. When others are sharing their knowledge the knowledge expands and when combined with the knowledge of other individual, new knowledge is created. Knowledge is personal in nature, because it is related with the values and beliefs of individuals and their perception of the world and other people. In addition, knowledge is appearing in the context of interpersonal relationships. Knowledge is richer and more meaningful than information (D. Bhatt, 78: 2004).
Nonaka and Takeuchi discuss the importance of knowledge and innovation in organizations. According to the researchers, certain practices of Japanese companies to create knowledge and as a result, they create continues innovation, that is the success factor of Japanese companies after World War II. Therefore, they come to conclusion that not only knowledge, but also the effectiveness of the process of knowledge is a driving factor for innovation. The objective of knowledge creation is to provide continuous innovation that will lead to a competitive advantage. (Moghimi, R., 2011: 21)

**Figure 1- From Knowledge Creation to Competitive Advantage (Moghimi, R., 2011: 21)**

When the information is analyzed, processed and placed in context, it becomes knowledge (L. Miller and Morris, 2004). Knowledge is a fluid mix of experiences, values, information and systemized attitudes that provides a framework for evaluation and use of experiences and provides new information. Knowledge is created and used in the minds of scholars (Led and Ward, 2002).

**Wisdom**

When knowledge is applied for decision-making and improve decisions, processes, and productivity or profitability it is transformed into wisdom (reason). Acquiring wisdom need people who have the ability and desire to absorb information and evaluation data and can decide with respect to the information. They shall decide whether they can use it for a special case or not. They shall understand why they took such decision? To be wise, the people must not only acquire knowledge, but they must also have a thorough understanding of the principles of that knowledge (L. Miller and Morris, 2004). Translating the data to information and then to knowledge is the main axis of knowledge management (Klima Saskyn, 2003).

**Figure 2- Pyramid of Knowledge (Allen, 1999)**
According to the definitions and concepts of data, information, knowledge and wisdom, the pyramid of knowledge can be drawn. The data is at the lowest level and the wisdom is located at the top of the pyramid (Allen, 1999).

**The Definition of Knowledge Management**

- According to Jones, knowledge management is a systematic integrated approach to identify, managing and sharing all the information assets of the organization, including the organization of information in tax matters, documents, policies and procedures (Jones, 2003).
- Knowledge management is "the ability to manage the required knowledge for organization" (Spacker and Kurt, 1997).
- In 1998, Davenport and Prusak defined knowledge management as follows: knowledge management is trying to discover the treasure hidden in the minds and turn this hidden treasure to the asset so that a wide range of people involved in decision-making in the organization, will be able to use them (Seif and Karami, 2004: 21).
- Knowledge management is "the systematic acquisition of knowledge, sharing, creation and application of knowledge to enhance the value of the organization" (Balcome, 1999: 1).
- Knowledge management is "effective diagnosis, creation, development, solve, use, store and share knowledge in order to create an approach to transform tacit knowledge into explicit knowledge" (Shan Hong, 2000: 13).
- Knowledge management is "the organization management toward continuous innovation based on knowledge that is the support of organizational structure, facilitating the use of technology with an emphasis on collective work and dissemination of knowledge" (Gumball, 2000: 16).
- Knowledge management is "continually revised management in relation to the knowledge that is going toward organization, so that the knowledge needed for the work of personnel will be provided to them (Bertels, 2002: 2).
- Knowledge Management is "supervision and management revealed on the organizational knowledge that is necessary to achieve the objectives of the organization" (Chi, 2005: 10).
- In the dictionary, knowledge management is defined as “Culture of systematic process of searching, selecting, organizing, filtering and displaying information in a way that improves staff understanding in the specific areas and to be improved and modified, and organization gain better insight and understanding about their own experiences "(Tabandeh et al., 2011, 1052)
- Knowledge management is creation, interpretation, dissemination and use, protection and maintenance of knowledge and editing it. With an overview of definitions of knowledge management it can be seen that knowledge management is related to theory and practice. (Moghimi, R., 2011: 23)
Personnel Empowerment
Definitions of Empowerment

In the literature no unique definition is provided for empowerment and the definition is dependent on conditions and people and more research is needed in this area so that its correct definition will be determined. Prior to 1990s, empowerment was defined as actions and strategies of managers to delegate the power and decision making freedom to managing levels such as assigning the right and power for decision making to the lower levels of the organization and participation of employees in the information, knowledge, reward and power, but from the 1990s onwards, theorists defined empowering from the perspective of beliefs and feelings of the employees. (Abili and Nastizayi, 2010, p. 27).

“Empower” in oxford dictionary is defined as “Empowerment, authorization, having power and being capable”. (Abtahi and Abesi, 2007, 1), and in Webster's Dictionary empowerment is defined as the authority of the enabling or giving lawful power to the others (Seyedjavadin et al, 2009, 78). Blanchard said: Many managers look to the empowerment of the view that it gives people the power to decide. Many employees look at the empowerment as having unconditional freedom to run whatever they know. In addition, empowerment is freeing up internal resources to achieve amazing results. Empowerment is meant to giving power to help people to improve their sense of self-confidence, and dominate their ability or inability. Supplying people with enthusiasm in their internal activities and mobilize their incentives for job. (Blanchard, 1996,39). Kanger & Kanoungo believe that any management strategy and techniques that leads to increase of self-determination and self-sufficiency leads to staff empowerment (Seyedjavadin et al., 2009, 78). After the 1990s, theorists of organizational psychology declared that human resource empowerment was a multidimensional concept (Alzahrani, 2011, 55). In this regard, empowerment is not necessary management measures in relation to employees, but it is the attitudes and perceptions of employees about their role in business and organization as well. A form of inner motivation is called psychological empowerment (Barton and Barton, 203, 2011). Empowerment is a concept that can have some benefits for the organization to create a sense of belonging and pride in the employees. Empowering can flourish human potential. In the empowering organizations, employees have a sense of belonging, excitement, pride and honor so they implement the best innovations and ideas with a sense of responsibility about their own work and they prefer interests of the organization. The foundation of any organization is its staff, knowledge, skills and motivation of them. Taking advantage of this wealth is important. Because the main source of competitive advantage in the coming years is not rooted in technology, but the originality, creativity and commitment to work. Empowerment requires quick and comprehensive changes in staff morale, organizational structure and environment as well as the management ideas and values (Yazdani, 2011).

Empowerment Approaches

Researchers have seen the empowerment from different angles. The concepts of personal control, independence of duty, team and pay system related to performance, job enrichment, are terms that taken into consideration. In these definitions the ability of personnel and some of their desire...
for empowerment are the basis for this process, but in an overview, three main areas for these definitions can be revealed. (Afjeh and Miri, 2007, p. 4)

**Relational Construct**

In short, the field is about providing structural and physical facilities in order to create working conditions that led to the division of power of the manager with the staff. This approach is defined as a top-down approach or a mechanical approach and the strength of a person shows his association with others (Wilson, 1996, 3).

In this approach, the empowerment is a process in which senior management has developed a clear vision, plans and specific tasks to achieve it within the organization. He provides the information and resources needed to carry out tasks for staff and allows them to make necessary changes in processes and procedural reform. In this approach, the results of work are more under the control of the management and simplification of the work and tasks are emphasized. In short, the empowerment in this approach is the decision in a particular range (Abdullahi and Navehebrahimi, 2006, p. 44). Hence we can say: the empowerment process is a type of process in which the director is trying to divide power among his subordinates. Because the capacity in the organizations is often caused by official power, so in this approach the empowerment is the delegation of power (Tabarsa and Ahangar, 2008, p. 54).

**Motivational Construct**

In fact, in this area which is closely related to psychology, empowerment can be seen as a motivational point of view. This view is based on the theory of motivation of McClelland. He believes that the needs of managers are in three categories: (1) the need for power, (2) need to be successful (3) need to belong. In his view the most basic need for realizing the organizational goals is the need for power that motivates people (Spreitzer, 1997, 687). This approach is rooted in motivational desires of people. According to experts of this approach, any strategy that increases the right of decision making in business (self-deciding) and self-sufficiency of the staff, empowers them; conversely, any strategy that led to the weakening of the above incentive strengthens is to lead feeling of powerlessness and inability. (Monavarian and Niazi, 2006, p. 195)

**Physiological Construct**

This approach’s led theorists and their leaders Thomas and Welthouse, believe that empowerment is a multi-faceted issue and cannot be reviewed based solely on a special meaning (Monavarian and Niazi, 2006, p. 195). They applied “work intrinsic motivation” phrase invented by Brief & Aldag, empowerment is “the process of internal motivation for task” and the task intrinsic motivation refers to the positive experiences gained by individuals directly from their duties, including the condition that they are in direct contact with the task, motivation and satisfaction. This experience is the feeling of being effective, sense of competence (with a sense
of self-efficiency defined by Kanger & Kanoungo) and the right to elect or organize (Abdullahi and Navehebrahimm, 2006, p. 46).

Empowerment Process

Kanger & Kanoungo believe that the need to empower the employees in the organization is essential when they feel powerless. It is therefore essential that we identify the conditions in organization that is growing feeling of helplessness among subordinates. When this was discovered, organizational strategies can be used to remove it. According to the authors, the removal of external conditions will not only lead to empowerment of employees, but organizations need to apply strategies to provide useful information for individual employees. Bandura believes that people get information from several sources to for their effectiveness and the resources should be used in the formulation of strategies of empowerment. Behavioral outcomes should also be considered in empowerment of employees (Poursafar and Hosseini, 2009, 7).

<table>
<thead>
<tr>
<th>Author or Researcher</th>
<th>Year</th>
<th>Empowerment Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Counter</td>
<td>1983</td>
<td>Information - option - experiment - clarity of objectives and policies - access to resources - reward of management support - confidence</td>
</tr>
<tr>
<td>Blanchard and Zigarmi</td>
<td>1985</td>
<td>Clarity of objectives and policies - Education - Support Manager – Leadership Style - Access to Resources - Access to Information</td>
</tr>
<tr>
<td>Kanger &amp; Kanoungo</td>
<td>1988</td>
<td>Confidence - participation - decentralization - determining significant goals and inspiration</td>
</tr>
<tr>
<td>Alfred Bandura</td>
<td>1989</td>
<td>Guidance and management support - Bonus - experimenting</td>
</tr>
<tr>
<td>Thomas and Walthouse</td>
<td>1990</td>
<td>Meaningful jobs - impact of self-determination - competence</td>
</tr>
<tr>
<td>Noler</td>
<td>1991</td>
<td>Responsibility - full access to information - ability to make decisions</td>
</tr>
<tr>
<td>Bowen and Lawler</td>
<td>1995</td>
<td>Discretion - information - knowledge - Rewards</td>
</tr>
<tr>
<td>Spritzer</td>
<td>1995</td>
<td>information – Rewards - Meaningful jobs</td>
</tr>
<tr>
<td>Ford and Footler</td>
<td>1995</td>
<td>Meaningful jobs - job enrichment - Discretion - clarity of objectives and policies - Participation</td>
</tr>
<tr>
<td>Korkonda et al</td>
<td>1996</td>
<td>Discretion – Access to Resources, Responsibility</td>
</tr>
<tr>
<td>Quinn and Spreitzer</td>
<td>1997</td>
<td>Open flow of information - teamwork - organizational support - clarity of objectives and policies - a sense of security and stability, job uncertainty</td>
</tr>
<tr>
<td>Fulham and Landau</td>
<td>1998</td>
<td>Environment - role uncertainty</td>
</tr>
</tbody>
</table>
Kabridge et al 1999 | Discretion - teamwork - leadership style - job enrichment - guidance and management support
---|---
Tubbs and Mouse 2000 | Information - discretion - education - access to resources - liability
Vikihoo 2000 | Discretion - leadership style – organizational belonging - participation - accountability - job enrichment
Hizhonski and Busanan 2001 | Discretion – Decentralization
Roo the Byarz 2003 | Discretion – Decentralization
Tubbs and Mouse 2000 | Information - Discretion - education - access to resources - Liability
Vikihoo 2000 | Clarity of objectives and policies - Participation
Hizhonski and Busanan 2001 | Discretion - leadership style – Organizational Belonging - participation - accountability - job enrichment
Roo the Byarz 2003 | Discretion – Decentralization

Source: Seyedjavadin et al, 2009, p.p. 79

Review of Literature

Research was conducted by Kermani Alquraishi (2005) entitled "the feasibility of the establishment of knowledge management in industries". The study population included all workers of Isfahan Steel Company (ESCO). The results indicated that knowledge acquisition, knowledge refining, transport and storage of knowledge and knowledge gathering in Esfahan Steel Company has been below average. In this regard, the most immediate causes of knowledge management in the industry are to actively use the knowledge of experts, the implementation of education culture among staff, providing guidelines and policies for the meetings, creating a strong corporate culture and staff meetings to participation and knowledge sharing between them the use of incentives (material and spiritual) to apply knowledge of day, creating workshops, distribution, exchange and share knowledge across the organization are reported.

Another study was conducted by Jafari Faresani (2010), "The impact of organizational learning culture on employees' willingness to share knowledge (Case Study: Razi Petrochemical Company)". In the study population consisted of all personnel of Razi Petrochemical Co., which was collected from random sampling and eventually 75 questionnaires were collected from them. Information collected from population was analyzed by SPSS software through linear regression and structural equation. The dimensions of organizational learning culture in the study used Robinson studies and for organizational knowledge sharing aspects research of Lane is used. The results indicated that culture of organizational learning has a positive effect on the willingness of members to disseminate organizational knowledge. The results of structural equation modeling show that the model is a good fit.

Another research entitled “Relationship between organizational structure and empower of employees of Iranian Oil Products Distribution Company – Tehran District” by Dr. Reza Vaezi and Esmaeil Sabzikaran on 2010 investigated the correlation of organizational structure factors
(complexity, formality and concentration) and psychological empowerment (competence, self-determination, significantly, influencing).

The study performed by Roghayeh Khanalizadeh and Dr. Asadollah Kordnaeich (2010) “correlation of empowerment and organizational learning (case study: TMU)”, investigated the relationship between organizational learning (shared vision, organizational culture, knowledge sharing, systematic thinking, collaborative leadership) and psychological empowerment (sense of competence, independence, effective, meaningfulness sense) and position of the university. Najarinezhad (2008), “The effect of cognitive empowerment of employees on the factors affecting labor productivity”, came to the conclusion that psychological empowerment of employees (including components of competence, a sense of significance, effectiveness, feeling of having a choice, and trust, has a positive effect on the factors affecting the productivity including organizational commitment, job satisfaction, organizational participation and job creativity.

Method of Research

In this study, a library reading method was used to collect information on the literature and the gathered data was summarized. Then questionnaire were distributed that their validity and reliability were tested using standard. Based on the purpose, this research is an applied research and in terms of method it is descriptive and its nature is correlative research. The research population is all the employees of the Tax Affairs Organization of Tehran, which are currently working in the organization and their number is 207.

\[
\begin{align*}
\text{The Main Formula for Samples (Cochran)} \\
n &= \frac{NZ^2-2n\delta^2p_q}{Nd^2+Z^2Pq} \\
n &= \frac{\frac{tp^2p_q}{d^2}}{1+\frac{1}{n\left(\frac{4pq}{d^2}\right)}} \\
n &= \frac{207(1.96)^2/5 \times .5}{(207-1)/05^2 + (1.96)^2/5 \times .5} = 135
\end{align*}
\]

Considering the result of abovementioned equation, 135 questionnaires were distributed. Randomized sampling was used for the employees of organization, and data were collected through library, documents and field studies. The library resources were both Persian and English literature. For collecting information about the studied population relevant documents will be referred to. And the survey method was using a questionnaire and distributing it among the population so that data needed is collected to conduct the research. In this research the following methods were used for data collection:

A) Study of books and dissertations have been written in connection with the variable of the study.
B) The use of domestic and foreign articles on the subject of the project.
C) Use of questionnaires as the primary means of data collection.

The instrument used in this study was a questionnaire which is a common research tool and a direct method to obtain research data. In this study, the questionnaire was chosen because it
requires less time and money and the relevant data can be raised from more and more people, quantitative analysis can be used (Khalili Shoorini, 1996: 89). Questionnaire is a common research tool and a direct method to obtain research data. Questionnaire is a set of written questions about the research subject and variables (Sarmad, 2002: 25). The instrument used in this study was a questionnaire. In this study, the structure of the questionnaire consists of three parts. 5 first questions related to demographic questions, the subsequent 41 questions were related to knowledge management and the next 30 questions were related to empowerment. In this study, to determine KM indexes the knowledge management cycle of Jashpara theory (2004) was used. In order to assess the structured empowerment indicators Counter questionnaire was applied and to measure psychological empowerment the Speritzer questionnaire was used. To calculate the reliability of the study, a pre-test (pilot), 30 questionnaires distributed between staff, and then using SPSS software and Cronbach's alpha was calculated. The reliability of each questionnaire is shown in the below table.

<table>
<thead>
<tr>
<th>Title of Questionnaire</th>
<th>Number of Q.</th>
<th>The Cronbach's alpha reliability coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>KM</td>
<td>41</td>
<td>0.961</td>
</tr>
<tr>
<td>Personnel Empowerment</td>
<td>30</td>
<td>0.953</td>
</tr>
</tbody>
</table>

Based on the data collected in the pre-test, both questionnaires received the reliability coefficient above 0.7, which indicates that the questionnaire had good reliability.

**Hypotheses**

**The Main Hypothesis:**
- There is a significant relationship between prioritization of KM components and empowering human resources in the Tax Affairs Organization of Tehran

**Sub-Hypotheses:**
- There is a significant relationship between Knowledge Creation and empowering human resources in the Tax Affairs Organization of Tehran
- There is a significant relationship between Knowledge Organizing and empowering human resources in the Tax Affairs Organization of Tehran
- There is a significant relationship between Knowledge Exchange and empowering human resources in the Tax Affairs Organization of Tehran
- There is a significant relationship Using Knowledge and empowering human resources in the Tax Affairs Organization of Tehran

**Data Analysis**

Analysis of the data to verify hypotheses for each type of study is important. Nowadays, in most of the research that relies on data collection, such as this research, the analysis of data is one of the main and most important parts of research.
Descriptive Statistics of Demographic Variables

Table 3- Demographic Variables

<table>
<thead>
<tr>
<th>Sex</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS Graduate</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>Associate’s Degree</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>85</td>
<td></td>
</tr>
<tr>
<td>Master’s Degree and Higher</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>HS Graduate</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Employment</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Official</td>
<td>39</td>
<td></td>
</tr>
<tr>
<td>Unofficial</td>
<td>96</td>
<td></td>
</tr>
</tbody>
</table>

Descriptive Distribution of Variables
Evaluation of data from the questionnaires provides descriptive distribution of variables as follows:

Table 4- Descriptive Distribution of Variables

<table>
<thead>
<tr>
<th></th>
<th>Knowledge creation</th>
<th>Knowledge organization</th>
<th>Exchange of knowledge</th>
<th>Applying knowledge</th>
<th>Structural empowerment</th>
<th>Psychological Empowerment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean</td>
<td>3.39</td>
<td>3.24</td>
<td>3.43</td>
<td>3.15</td>
<td>3.47</td>
<td>3.50</td>
</tr>
<tr>
<td>Middle</td>
<td>3.41</td>
<td>3.30</td>
<td>3.50</td>
<td>3.22</td>
<td>3.50</td>
<td>3.58</td>
</tr>
<tr>
<td>Standard deviation</td>
<td>0.71</td>
<td>0.66</td>
<td>0.74</td>
<td>0.65</td>
<td>0.61</td>
<td>0.67</td>
</tr>
<tr>
<td>Variance</td>
<td>0.51</td>
<td>0.44</td>
<td>0.55</td>
<td>0.42</td>
<td>0.37</td>
<td>0.45</td>
</tr>
<tr>
<td>Skewness</td>
<td>-0.07</td>
<td>0.08</td>
<td>-0.39</td>
<td>0.07</td>
<td>-0.03</td>
<td>-0.28</td>
</tr>
<tr>
<td>Skewness error</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
</tr>
<tr>
<td>Strain</td>
<td>-0.34</td>
<td>-0.74</td>
<td>0.31</td>
<td>-0.61</td>
<td>-0.47</td>
<td>-0.15</td>
</tr>
<tr>
<td>Strain Error</td>
<td>0.41</td>
<td>0.41</td>
<td>0.41</td>
<td>0.41</td>
<td>0.41</td>
<td>0.41</td>
</tr>
</tbody>
</table>

According to the results of descriptive statistics variables, the data were in good shape.
Inferential Statistics

After describing the responses and variables obtained from the population, in this section we check the hypotheses and the statistical test used in this research. So that we can analyze the results and check the correction of hypotheses statistically.

Kolmogorov-Smirnov Test Results

To use the statistical techniques we must first determined that the data collected are in the normal or abnormal distribution. Because in the case of normal distribution of data parametric test can be used to test hypotheses and nonparametric test is used for abnormal distribution. At this point the results of the tests on each of the dependent and independent variables are considered, and based on the results the appropriate tests are used to verify the hypotheses.

<table>
<thead>
<tr>
<th></th>
<th>Kolmogorov-Smirnov statistic</th>
<th>Significance Level</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge management</td>
<td>0.64</td>
<td>0.79</td>
<td>Approved</td>
</tr>
<tr>
<td>Empowering employees</td>
<td>0.43</td>
<td>0.99</td>
<td>Approved</td>
</tr>
</tbody>
</table>

According to the above table, because the significant level of error for all variables is greater than 0.05, so distribution of variables is normal; so parametric tests can be used to evaluate the hypotheses.

Correlation Test Results

Before using correlation we must ensure that the distribution of variables is normal. If they are normal the appropriate test is Pearson test that will be used, otherwise, Spearman test will be used. As Kolmogorov-Smirnov test results showed the factors examined will follow a normal distribution. The test is suitable for Pearson test.
Table 6- The Pearson Correlation Test Results

<table>
<thead>
<tr>
<th>Knowledge Creation</th>
<th>Knowledge Organization</th>
<th>Knowledge Exchange Factors</th>
<th>Using Knowledge</th>
<th>Empowerment</th>
<th>Knowledge Management</th>
<th>Significance Level</th>
<th>Status of Hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Creation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Knowledge Organization Factors</td>
<td>0.704</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>0.00</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Knowledge Exchange Factors</td>
<td>0.099</td>
<td>0.086</td>
<td>1</td>
<td></td>
<td></td>
<td>0.00</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Using Knowledge</td>
<td>0.858</td>
<td>0.719</td>
<td>0.021</td>
<td>1</td>
<td></td>
<td>0.00</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Empowerment</td>
<td>0.685</td>
<td>0.622</td>
<td>0.605</td>
<td>0.637</td>
<td>1</td>
<td>0.00</td>
<td>Confirmed</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>0.831</td>
<td>0.848</td>
<td>0.372</td>
<td>0.876</td>
<td>0.618</td>
<td>1</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Friedman Test

Ranking Factors Test

In order to rank the variables in terms of weight and influence, the Friedman test is used. The Friedman test is one of the tests that are used to compare the groups and ranks the groups. This test is used to determine are all of the groups forming a population or not. The scale in this test is minimum score. This test is equivalence of non-parametric F test and it is usually used in place of F test. In the F test homogeneity of variances shall be available in ordinal scales. The Friedman test is used for variance analysis (non-parametric data) and the method used to rank different groups to compare the average rating.

<table>
<thead>
<tr>
<th>Statistics</th>
<th>Value</th>
<th>Rate</th>
<th>Variable</th>
<th>weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chi square</td>
<td>610.6</td>
<td>1</td>
<td>Knowledge creation</td>
<td>2.52</td>
</tr>
<tr>
<td>Degrees of freedom</td>
<td>2</td>
<td>2</td>
<td>Exchange of Knowledge</td>
<td>2.48</td>
</tr>
<tr>
<td>Significance level</td>
<td>0.00</td>
<td>3</td>
<td>Application of knowledge</td>
<td>1.89</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4</td>
<td>Knowledge Organization</td>
<td>1</td>
</tr>
</tbody>
</table>

As can be observed, significance level is 0.00 (Pearson chi-square 610.6 and degrees of freedom 2) and is smaller than the level of error of 0.05. Therefore the test is significant. Next, the ratings were calculated and compared. Among the four variables affecting the empowerment of human resources, knowledge creation with an average rating of 2.52 decrease is in the first place,
exchange of knowledge with 2.48 second, third is application of knowledge with 1.89 and organizing knowledge with an average rating of 1 was fourth.

**Discussion and Conclusion**

Based on the results it can be said that when the employees have more capabilities and competencies, knowledge management capacity will be expanded. Staff with greater knowledge, skills, experience and expertise has greater ability to create and use their own knowledge and have valuable work experience that can be shared with others. They will create and use knowledge in the organization increasingly. The personnel with more capabilities and competencies can facilitate implementation of knowledge management in organizations more and more. Knowledge is created in people's minds, so people who have more competencies and capabilities have richer and more tacit knowledge and based on their power of analysis and insight they can better contribute to the creation of new knowledge. Among the studies that have examined the relationship between knowledge management and human resource empowerment some can be noted as follows: “The role of knowledge management in human resource empowerment” by Jafari Elkami, Riazi and Alikhani Gorgani (2010), "organizational leadership and empowerment in the knowledge management strategy" by Beikzadeh, Marzban and Souri (2007), "Knowledge management strategic model in empowerment and sustainable development of human resources” by Beikzadeh, Marzban and Souri (2006), “the role of knowledge share in empowerment of human resources in Hamkaran System Co.; by Karizadeh (2011). In all these studies, the relationship between these two variables has been approved that are consistent with the results of the study researchers. Therefore, based on the results of the study the final model can be presented as follows.

**Recommendations based on the results**

**Practical Suggestions Based on the Results of the Original Hypothesis:**

Since the correlation between knowledge management and empowerment of human resources components is proven, therefore, the following suggestions can be provided:

1. The production of knowledge by using new tools
2. Create opportunities for employees to gain skills and knowledge on the job
3. The availability of information to do better job.
4. Facilitate employee’s access to counseling for problem solving
5. Create more theoretical and practical training
6. Use of virtual networks such as the Internet and automation to facilitate activities
7. Specify the communications between business units in Organization
8. Create opportunities for staff to resolve problems with managers
9. Create rewards for innovation in Jobs
Suggestions based on the Results of the First Sub-Hypothesis:

The findings about the relationship between knowledge creation and human resource empowerment showed a significant positive correlation between knowledge creation and empowerment of human resources. Because of the relationship between knowledge creation and empowerment, a space must be created in which people are interested in knowledge production using new tools, staff training process is organized, employees enhance their knowledge (encouraged), pay attention to the importance of knowledge-based employees, learning opportunities provided for employees as well as consulting the staff in relation to long-term planning to help improve their knowledge.

Suggestions based on the Results of the 2nd Sub-Hypothesis:

The findings about the relationship between knowledge Organization and human resource empowerment showed a significant positive correlation between knowledge creation and empowerment of human resources. Because of the relationship between knowledge Organization and empowerment, a space must be created in which people can use their knowledge and express them, it will be okay to receive information in the organization and the personnel will receive help for identification of necessary information for their jobs.

Suggestions based on the Results of the 3rd Sub-Hypothesis:

The findings about the relationship between knowledge exchange and human resource empowerment showed a significant positive correlation between knowledge creation and empowerment of human resources. To promote the exchange of knowledge in the organization the right atmosphere should be created so that employees easily exchange of ideas through the research groups, people with experience are encouraged to transfer experience to people with little experience, personal knowledge sharing will be a part of the duties of the personnel, research teams can collaborate with other professionals, to encourage the use of networks and databases in the organization, employees are encouraged to share personal information with others.

Suggestions based on the Results of the 4th Sub-Hypothesis:

The findings about the relationship between using knowledge and human resource empowerment showed a significant positive correlation between knowledge creation and empowerment of human resources. Due to the effect of application of knowledge to empower employees, the organizations shall create an environment in which employees can reflect how they use their learning, be encouraged for use of their knowledge, education is appropriate for the performance of employees, after participation in educational trainings they can use their knowledge together with unofficial experiences in the work space.
Suggestions Based on Ranking of Factors

Because of the four components that affect the empowerment of knowledge management the knowledge creation is in the first place, it is recommended that managers at the head of the State Tax Organization put knowledge creation on top of their works. One of the recommendations is to use C7 model. The C7 model shows that there is 7 key concept started with letter “C” (i.e. connection, coincidence, Comprehension, communication, conceptualization, cooperation, and collective intelligence) in the process of knowledge creation, plays the main role. The second is the exchange of knowledge that shows the necessity of using connection networks in organizations; Use of automation systems and business support team in this case that is suggested. The third case is the application of knowledge. The managers shall localize the gained knowledge and use it in the organization to increase the effectiveness of company. This shows the requirement of investment in knowledge. The last factor is organizing knowledge that includes description of document, indexing and classification in libraries, databases, archives, etc.
References


Enayati, T., and Alipour, A. (2011) "knowledge management, characteristics of learning organizations" Rahborde Yas, No. 29 Page 27.


