



# The Effect of Knowledge Management on Empowerment of Youth and Sports General Directorate of Mazandaran province



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## Abstract

The purpose of this study was to investigate the effect of knowledge management on the empowerment of employees of the Ministry of Sport and Youth in Mazandaran province. The research method was field survey and has been done on field based. The statistical population of this study is all employees of the Ministry of Sports and Youth of Mazandaran province, which were selected using the Morgan table in 129 simple random samples. The knowledge empowerment and management questionnaire was used to collect information. Regarding the analysis and analysis of the multivariate regression test, the SPSS23 software was used. The findings of the research showed that there is a positive and significant relationship between the components of knowledge management and empowerment and knowledge management has an impact on empowerment of employees.

**Keywords:** Knowledge management; Empowerment; Staff; Department of sports and youth; Mazandaran

## Introduction

In today's world, the success and prosperity of various organizations and societies depends on the application and optimal use of management science and its capabilities; as a result, organizations and sports managers cannot stand apart from this [1]. Given the fact that organizations are witnessing rapid and unpredictable changes in the environment, in such situations, managers do not have much opportunity to control the staff and should devote their most time and effort to identifying the internal and external environment and other tasks. Staffs are left to do their everyday task. Hence, the most important source of competitive advantage in organizations is committed, excited and responsible employees, therefore, empowerment is considered as the most important challenge of managers in the present era [2]. The organization of physical education is the main institution that influences all sports activities of the country, which plays a significant role in promoting the level of sport and health, sustainable development, prominence of the country, etc., and like other organizations in order to achieve their organizational goals, it requires continuous learning in all Levels of work of the organization [3].

Since physical education plays a pivotal role in improving and improving the physical and mental health of the various strata

of society, especially the younger generation, as well as due to the particular sport situation (especially the championship and professional sport of the country), which is guided by the hand of general office of sport and the youth, It is vital for the whole organization to have an effective and effective role to play, and this cannot be possible, except that the organization employs efficient managers and staff, and to utilize the capabilities of managers and For employees, this is a critical issue; to provide a desirable environment for human resource activity, resulting in their satisfaction and to be developed and stimulated to use all their power and thought in order to succeed in the organization and achieve the goals of the organization [4]. Skilled and efficient human resources are one of the most important tools for reaching the goals of the organization, because human resources play an important role in increasing and decreasing the productivity of the organization [5]. Considering that efficient human resources are the main indicator of the superiority of an organization to other organizations, the emphasis on effective and efficient human resources is also increasing [6].

Gradually, organizations need something beyond information management for the actual use of employee skills [7]. Knowledge Management is a range of activities that are used to manage

exchange, create, or promote intellectual capital at macro level [8]. The goal of KM is to create a common understanding through the alignment of people, processes and tools within the structure and organizational culture to enhance collaboration and interaction between managers and subordinates [9]. Other concepts raised in the context of human resource development are empowerment [10]. In order to empower the staff of an organization, it is necessary to develop ways to explore the competency of individuals in order to develop capabilities and maximize the opportunity for qualified individuals to influence all aspects of the organization's work, including the distribution of competences focused on the use of principles and strategies. The organization is not effective in empowerment that focuses on the distribution of competences based on competence and can enhance knowledge management [8]. Empowerment is closely linked with continuous improvement, competence development, change in behavior and improvement in organizational elements, and can be improved by improving the performance of staff and fixes the survival of organization [11,12].

There are various ambiguities about the effects of empowerment on knowledge management; in recent years, knowledge management has become a critical issue in the literature of both industrial and service [13]. Knowledge management in today's advanced societies is considered as one of the tools for advancement, which can lead to the growth of impotent talent and high efficiency in manpower, and enable managers with entrepreneurship and powerful staff to lead knowledge management [14]. On the other hand, it is argued that today the main concern of the organization is the use of human resources as the most important sources of the organization for organizational purposes. In today's competitive world, if organizations cannot make a committed and conscientious body for their own organization, it will definitely not be a fate to defeat against others. Human resources, as the most important sources of the organization and at the same time as the most sensitive source, have always been the main discussion of the scientific schools of management [15].

On the other hand, knowledge management is a range of activities that are used to manage exchange, create, or promote intellectual capital at macro level [7]. Given that knowledge management is strategies and processes that are capable of generating and streamlining knowledge in order to create the expectations of the organization, customers and users throughout the organization, it is therefore considered to be of great importance [16]. In other words, knowledge management makes value by converting human capital into organized intellectual property for the organization [17]. Therefore, empowerment, based on qualification enhancement and on condition of having the opportunity, is able to implement the goals of the staff and the organization and controls its results. It also leads to optimal performance and leads to self-reliance and self-rewarding self-esteem and increasing self-esteem in which case, intellectual freedom and physical movement are produced and a

sense of curiosity, research, learning and the action is provoked [18].

Therefore, there are various ambiguities about the effects of empowerment on knowledge management in organizations, government departments, and in particular physical education departments. Along with the progression of science, empowerment, especially in sports and youth, plays an important role in this regard, whereas, one can see the increase of scientific ability in different areas of the organization and as a result we have the development of science and the progress of society, and as a result of empowerment of employees, we will see knowledge management. Therefore, despite the many studies that have been done about the effects of knowledge management on empowerment, their role is still on the curriculum, and it is not clear how much knowledge management is effective in empowering employees. Therefore, considering the effective role of knowledge management in increasing the efficiency and effectiveness of organization activities, this study was conducted to answer the following question: How is knowledge management and staffing capabilities of the General Office of Sports and Youth of the province? How does knowledge affect the empowerment of staff of the General Office of Sports and Youth of Mazandaran Province?

## Methodology

The research method was descriptive-survey and correlation type was done as field experiment. The statistical population of this research included all staff of the Sports and Youth Department of Mazandaran province (154 people, 69 women and 84 men). According to Morgan's table for homogeneity of the community and the research sample, the sample size of the study was 59 women and 70 men ( $n=129$ ). To collect data, Kamkari & Karimnezhad [19] Empowerment Questionnaire ( $\alpha=0.75$ ), Kamkari & Shokrzadeh [20] Knowledge Management Questionnaire ( $\alpha=0.94$ ) were used. The multivariate regression model using The SPSS<sub>23</sub> software and the prediction of knowledge management through empowerment are discussed.

The formula is as follows:

$$b_1x_1+b_2x_2+b_3x_3+b_4x_4+b_5x_5+a=y$$

$$(\text{Knowledge application } x_1)+(\text{Knowledge distribution } x_2)+(\text{Knowledge presentation } x_3)+(\text{Knowledge verification } x_4)+(\text{Knowledge creation } x_5)+\text{Fixed number}=\text{Empowerment}$$

## Findings

The results of the study showed that 54.26% of men, 76.77%, of the age group had the highest number with 36.66% in the age range of 25-30 years and the lowest number was 6.98% in the age range of more than 50 years. 41.31% have a bachelor's degree. 72.99% have studied in the field of physical education. Also, 55.18% have a service record of 5 to 10 years (Table 1).

According to the above table, with emphasis on the amount of F obtained, it can be argued that there is a significant relationship between all dimensions of knowledge management with

empowerment at the level of  $\alpha=0.05$ . In other words, there is the ability to predict “knowledge management and the dimensions of that knowledge” through “empowerment” (Table 2).

**Table 1:** Multivariate regression to predict “knowledge management components” through “empowerment”.

Variable	Source of Change	Sum of Squares	DF	Averages of Squares	F	Sig.
Create knowledge	Regression	404.34	1	404.34	4.26	.039
	Remaining	9016.02	128	94.90		
Knowledge verification	Regression	1089.55	1	272.38	2.68	.026
	Remaining	9236.22	28	98.25		
Providing knowledge	Regression	1512.31	1	378.07	3.41	.004
	Remaining	9218.18	28	99.12		
Knowledge Distribution	Regression	1492.61	1	373.15	4.070.039	.002
	Remaining	8437.16	28	89.75		
Knowledge application	Regression	1970.03	1	492.5	3.240.026	.005
	Remaining	11245.5	28	124.95		

**Table 2:** Regression coefficients associated with knowledge creation component.

Criterion Variable	Predictive Variables	Amount Beta	Beta Coefficient	t	Sig.
Knowledge Creation	Meaningful	0.79	0.2	2.06	0.039
	Competence	0.45	0.2	1.77	0.064
	Autonomy	0.1	0.03	0.31	0.723
	Influence	0.34	-0.12	-0.99	0.225

Considering the multi-variable regression coefficients with simultaneous login method and obtained regression coefficients, it can be argued that there is a significant positive relationship between the components of “meaningful” and “competence”

with “knowledge validation”. By increasing the components of “meaningful” and “competence”, “Knowledge Creation” also increases and with their reduction, “Knowledge Creation” also decreases (Table 3).

**Table 3:** Regression coefficients associated with Knowledge verification component.

Criterion Variable	Predictive Variables	Amount Beta	Beta Coefficient	t	Sig.
Knowledge verification	Meaningful	1.26	0.32	2.4	0.014
	Competence	1.07	0.33	2.08	0.03
	Autonomy	0.07	0.01	0.15	0.871
	Influence	0.35	0.1	0.61	0.589

Considering the multi-variable regression coefficients with simultaneous login method and obtained regression coefficients, it can be argued that there is a significant positive relationship between the components of “meaningful” and “competence”

with “Knowledge verification”. By increasing the components of “meaningful” and “competence”, “Knowledge verification” also increases and with their reduction, “Knowledge verification” also decreases (Table 4).

**Table 4:** Regression coefficients associated with providing knowledge component.

Criterion Variable	Predictive Variables	Amount Beta	Beta Coefficient	t	Sig.
Providing knowledge	Meaningful	1.27	0.32	2.5	0.011
	Competence	0.99	0.3	1.95	0.064
	Autonomy	0.44	0.1	0.87	0.283
	Influence	0.45	0.13	0.8	0.325

Considering the multi-variable regression coefficients with simultaneous login method and obtained regression coefficients, it can be argued that there is a significant positive relationship between the components of “meaningful” and “competence”

with “Providing knowledge”. By increasing the components of “meaningful” and “competence”, “Providing knowledge” also increases and with their reduction, “Providing knowledge” also decreases (Table 5).

**Table 5:** Regression coefficients associated with knowledge distribution component.

Criterion Variable	Predictive Variables	Amount Beta	Beta Coefficient	t	Sig.
Knowledge Distribution	Meaningful	1.2	0.32	2.6	0.008
	Competence	1.09	0.35	2.23	0.019
	Autonomy	0.59	0.15	1.36	0.135
	Influence	0.37	0.11	0.69	0.388

Considering the multi-variable regression coefficients with simultaneous login method and obtained regression coefficients, it can be argued that there is a significant positive relationship between the components of “meaningful” and “competence”

with “Knowledge Distribution”. By increasing the components of “meaningful” and “competence”, “Knowledge Distribution” also increases and with their reduction, “Knowledge Distribution” also decreases (Table 6).

**Table 6:** Regression coefficients associated with knowledge application component.

Criterion Variable	Predictive Variables	Amount Beta	Beta Coefficient	t	Sig.
Knowledge Distribution	Meaningful	1.37	0.3	2.21	0.019
	Competence	1.12	0.31	1.84	0.058
	Autonomy	0.5	0.1	0.87	0.285
	Influence	0.69	0.18	0.94	0.376

Considering the multi-variable regression coefficients with simultaneous login method and obtained regression coefficients, it can be argued that there is a significant positive relationship between the components of “meaningful” and “competence” with “Knowledge application”. By increasing the components of “meaningful” and “competence”, “Knowledge application” also increases and with their reduction, “Knowledge application” also decreases.

The prediction of knowledge management through empowerment is discussed. The formula is as follows:

$$(0.039X_1)+(0.026 X_2)+(0.004 X_3)+(0.002 X_4)+(0.005 X_5)+a=\text{Empowerment}$$

## Discussion and Conclusion

Considering the results obtained from the first hypothesis, it can be argued that there is a significant positive relationship between the “meaningful” component and the “creation of knowledge”. By increasing the “meaningful” component, “knowledge creation” also increases, and with its decrease, the “creation of knowledge” also decreases. The results of this study are consistent with the results of Farahani & Falahati [20], Desheeri (2013), Rastadmehr et al. [8], Esfandiari & Adabi [5], Hasani & Sheikh Esmaeili [21], Shaki et al. [22]. On the other hand, Farahani & Falahati [20] suggested that meaningful component has a positive and significant relationship with organizational entrepreneurship that has close relationship with knowledge management in organization. Sahraee (2013) and Rastadmehr et al. [8], Esfandiari & Adabi [5], Hasani & Sheikh [21], Schakeri et al. (2016) stated that increasing the meaningful component increases knowledge creation and decreases it, Knowledge creation also decreases. Also, Nourian [23] consider the effectiveness (meaningful) of effectiveness as effective facilitator of participatory management on the organizational empowerment of

effective employees.

According to the results of the second hypothesis, there is a significant positive correlation between the components of “meaningfulness” and “competence” with “knowledge validation”. By increasing the components of “meaningfulness” and “competence”, “confirmation of knowledge” also increases and with their reduction, “confirmation of knowledge” also decreases. The results of this research are consistent with the descriptive results of Sahraee (2013), Rastadmehr et al. [8], Esfandiari & Adabi [5], Hasni & Sheikh Esmaeili [2], Shakki et al. [22]. Farahani & Falahati [20] suggested that the competency component has a positive and significant relationship with organizational entrepreneurship that has close relationship with knowledge management in the organization. Sahraee (2013) and Rastadmehr et al. [8], Esfandiari & Adabi [5], Hasani & Sheikh Esmaeili [2], Schakeri et al. (2016) stated that with increasing the meaningfulness and competence component, the confirmation of knowledge also increased and with decreasing, they also decrease the knowledge validation.

According to the results of the third hypothesis, there is a significant positive relationship between the “meaningful” component and the “presentation of knowledge”. Thus, with the increase of the “meaningful” component, the “presentation of knowledge” also increases and with the decrease, the “presentation of knowledge” also decreases. The results of this research are consistent with the Sahraee (2013), Rastadmehr et al. [8], Esfandiari & Adabi [5], Hasni & Sheikh Esmaeili [2], Shakki et al. [22]. Sahraee (2013), Rastadmehr et al. [8], Esfandiari & Adabi [5], Hasni & Sheikh Esmaeili [2], Shakki et al. [22] stated that by increasing the meaningful component, the knowledge supply also increased and with decreasing them, the presentation of knowledge also decreases.



According to the results of the fourth hypothesis, there is a significant positive correlation between the components of “meaningfulness” and “competence” with the “distribution of knowledge”. By increasing the components of “meaningfulness” and “competence”, the “distribution of knowledge” also increases and with their decrease, the “distribution of knowledge” also decreases. The results of this study were compared with the results of Ghorbanizadeh & Khaleghinia [24], Sahraee (2013), Rastadmehret al. [8], Esfandiari & Adabi [5], Hasni & Sheikh Esmaeili [2], Shakki et al. [22] And colleagues. The researchers stated that by increasing the meaningfulness and competence component, the distribution of knowledge also increases and with their decrease, the distribution of knowledge also decreases. The results are in conflict with Keshavarz [25] research results as barriers and facilitators of sharing and knowledge distribution in the organizations. Creating knowledge affects the organization and leads to a reduction in organizational costs and, as a result, solves organizational problems and removes barriers to exploitation. Ghorbani Zadeh & Khaleghnia [24] stated that there is a positive and significant relationship between the transfer of knowledge, on the one hand, and the ability of employees to make decisions, the acceptance of responsibility for decision-making by staff, access of staff to decision-making and implementation tools and, finally, acceptance of decision-making responsibilities On the other hand.

According to the results of the fifth hypothesis, there is a significant positive correlation between the “meaningful” component and the “application of knowledge”. Thus, with the increase of the “meaningful” component, “knowledge use” also increases and with its decrease, the “use of knowledge” also decreases. The results of this research are consistent with the Sahraei (2013), results Rastadmehret al. [8], Esfandiari & Adabi [5], Hasni & Sheikh Esmaeili [2], Shakki et al. [22]. They stated that by increasing the meaningful component, the use of knowledge also increased, and by reducing them, the use of knowledge also decreases. Finally, the results of this research in response to the main question of research on the effect of knowledge management dimensions on empowerment of staff of the General Department of Sports and Youth of Mazandaran province showed that all aspects of knowledge management affect the empowerment of employees of the General Department of Sports and Youth in Mazandaran province. However, in There are some differences in the dimensions of empowerment. The results of this study were compared with the results of Saedi & Nadalipour [26], Mousavi [27], Sahraei (2013), Rastadmehret al. [8], Esfandiari & Adabi [5], Baker [28], Kirkman & Rosen [29] Mostafa-Pour et al. (2012), Razaghi et al. [30], Hasani & Sheikh Esmaeili [2], Shakki et al. [22].

Saedi & Nadalipour [26] state that knowledge management is considered as one of the new management approaches in organizational development of the new century and helps organizations to more efficiently and efficiently exploit their resources. The most important assets of an organization, physical resources, organizational resources and human resources are

intelligent and knowledgeable employees who are engaged in new organizational processes, new technology and the development of new products. Innovative efforts are the result of investment in human resource management and knowledge management. Mousavi [28] also argued that the culture of sharing and distributing knowledge and understanding of human resources from knowledge, staff training and support for knowledge management projects and targeting knowledge transfer in the strategy and leadership sector has been instrumental in the successful establishment of knowledge management in sports organizations and by emphasize on localization in Iran. Baker [27] described one of the main pillars of human resource development as knowledge management training and job empowerment. Kirkman & Rosen [29] suggested that empowerment can be created in the light of the principles of management and its consequences for knowledge management acquired. Razaghi et al. [30] stated that the factors studied, such as sharing knowledge culture and understanding of human resources of knowledge, training staff, appropriate incentives and stimulating the use of full capacity of people in human resources and communication channels, with the aim of transfer Knowledge is one of the factors that sports organizations can exploit from these findings to successfully deploy knowledge management in the organization. Also, Saharei [31], Rastadmehret al. [8], Esfandiari & Adabi [5], Mostafapour et al. (2012), Hasani & Sheikh Esmaeili [2], Shaki et al. [22] state that the effect of knowledge management on empowerment employees is a positive and significant impact [32]. According to the results, it can be stated that knowledge management would be used as a measure to predict the empowerment of employees of the General Department of Sports and Youth in Mazandaran province.

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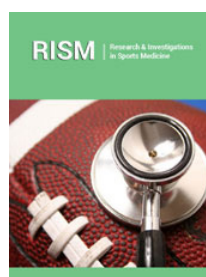
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