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## Providing a model for organizational empowerment based on the knowledge management model

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### Abstract

**Purpose:** The purpose of this study was to present a model of organizational empowerment based on knowledge management among employees of Sepah Bank branches in Tehran.

**Methodology:** The present study was applied in terms of purpose, and in terms of data collection, it was a mixed (qualitative and quantitative) research. The statistical population consisted of academic and organizational experts including senior managers of Sepah Bank in Tehran and the quantitative department included all employees of Sepah Bank in Tehran. Sample size was estimated in theoretical saturation (20) in qualitative section and 343 in quantitative section. Purposeful sampling and stratified random sampling were used for quantitative sampling. The data collection tool was qualitative, interview and quantitative researcher-made questionnaire based on 5-point scale. The face and content validity of the questionnaire was confirmed by several experts, validity by means of extrapolated variance calculation, and validity by means of root calculation (AVE). The reliability of the questionnaire was 0.968 through Cronbach's alpha. Data were analyzed using Cronbach's alpha, variance (AVE), root matrix (AVE), Kolmogorov-Smirnov, confirmatory factor analysis, and one-sample t-test.

**Findings:** The results resulted in the identification of 17 components and 66 indicators, including 14 affective components including trust, motivation, commitment, emotional intelligence, participation, communication, structure, education, culture, leadership, technology and reward and 3 effective components of organizational learning, entrepreneurship. And organizational performance, a moderator variable (personality traits) and knowledge management as independent variables affect organizational empowerment based on knowledge management.

**Conclusion:** Choosing important and effective knowledge and capabilities in the organizational field and enhancing organizational skills is a very effective way of empowering organizational personnel that can lead to enhancing organizational efficiency and integrity of an organization's personnel.

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## 1. Introduction

Today, upgrading human resources capabilities in any organization is one of the key pillars of maintaining and sustaining the organization. Banks are no exception. Rather, they are economically important and influential, so upgrading staff capabilities requires a comprehensive and coordinated system. But attention to this crucial issue has not yet been fully designed, formally and legally enacted in the branches of Iranian banks. Empowerment is achieved only through the creation of a culture of continuous growth and the necessary and gradual changes in the attitude and attitude of the employees. Therefore, it is necessary to apply the empowerment approach at the level of all the banks of the country (banking system) in order to provide the necessary framework for institutionalizing the culture. Empower and enhance the quality of banking system empowerment (Abdollahi, Nave Ebrahim, 2016).

Therefore, proper planning to achieve development goals requires identifying and describing the current status and future activities of banks in order to pay attention to the responsibilities and roles of banks in the national and international arena, and to raise the level of information in the economic sector of the country and also by comparing past and present performance. , Their internal and external evaluation, the correct orientation of banking activities, the future of this sector is possible, and the human resources in economic organizations need to be empowered (Ghasemi, 2015). Providing diverse, high quality products services, reducing costs, creativity and innovation and enhancing competitiveness of the benefits of quality human resources and knowledge-based, trained and developed companies, so the business strategy of today's organizations is focused on human resources, Banks play an important role in the economy, and their employees play a central role in influencing the new technologies of the third millennium, so focusing on upgrading their capabilities should be the focus of activities (Whetten, Cameron, 2015).

Empowerment is a tool that aligns individual and organizational goals so that employees believe that the growth and development of their organization also benefits them, thereby contributing to sustainable development in the bank. Economic growth in advanced industrialized countries and more recently in several East Asian and Indian Ocean countries shows that any kind of economic renewal is possible only by means of purposeful, comprehensive, futuristic, realistic, inclusive and continuous planning. Comparing the industrial growth and economic situation of Iran with the industrialized countries such as Malaysia, South Korea, Singapore, China and Brazil, whose modern planning system was started later than us, indicates that our country is currently in a very poor state. . Iran is still dependent on a single-crop economy whose 50% of its revenue is spent on basic commodities. Therefore, comparing the status of the post-industrial countries with Iran, it seems that studying the programs, policies, strategies and development patterns of the aforementioned countries, and adapting them to the status of Iran's economic, social, political and cultural model, can be helpful in formulating a comprehensive Iranian sustainable development plan. , Useful and used. The Need for a Sustainable Approach to Development Planning: In the long run, people need to find new ways to meet their own needs and adapt production and consumption patterns to maintain sustainable livelihoods and conservation and livelihoods. (Mohammadi, Hoseini, Shekarchian, Davami, 2014).

The scientific, technological, and health capabilities over the next two decades could be significant improvements in the sustainable future of mankind, if combined with international participation and global political determination and with the economy. Achieving this requires a great deal of effort from technological and scientific societies to promote more effective and widespread use of the knowledge gained, the development of new knowledge and the use of inter-governmental organizations, and the interoperability of private sector organizations and governments . In order to achieve sustainability, the macroeconomic development model of the country must be accompanied by the term sustainability and consider sustainable development (Zahedi, 2015). Employee empowerment is nowadays used as a new

technique to improve sustainable development by improving knowledge management. This is a valuable way of balancing full control over management and the freedom of action of employees (Malice, 2016).

In the banking system, employee empowerment programs are not a simple plan or program and today are one of the challenges for knowledge-based banks. As one of the most important organizations in the economic and future affairs of the country, the bank needs more world-class management systems such as knowledge management than other organizations to use and transfer it to the next generation to offset the backwardness of the industrial age in countries, The third World and the Transition to the Age of Trans-industry. The importance of knowledge as a valuable asset to contemporary organizations has made the acquisition, development, operation, proper management and promotion of them one of the key responsibilities and challenges of these organizations. Lahijanian (2014) considers knowledge management as the collective wisdom ability to increase accountability and innovation. Managers with the skills of gathering, organizing and disseminating information can play a prominent role in the establishment of knowledge management in banks, and this is important in today's knowledge-based age for banks as a future economic constituent of any country. Managers need to learn knowledge management and implement it in their bank in order to improve governance (Helalian Motlagh, Hasanzadeh, 2015).

Creating innovations in bank culture and applying information technology and thus creating new knowledge has long been one of the main functions of science centers. In this regard, most of the attention of banks is in promoting knowledge and strengthening of intellectual capital and human resources which need to be identified and utilized with proper management practices (Seif, karami, 2004). So the bank needs more knowledge management than any other organization. Based on the findings and the researcher's field of work, this research seeks to present a model of organizational empowerment that is a broader concept than the concept of human resources empowerment based on knowledge management dimensions and indicators. In addition, the lack of literature and a consistent background in designing the organizational empowerment system based on knowledge management and its dimensions, the main issue of this research is designing a model for organizational empowerment of Sepah bank branches based on knowledge management. In recent years, the word empowerment has become part of the everyday language of management. At Oxford, the word empowerment, empowerment, licensing, service, and empowerment is meant. In a specific sense, empowering and giving people the freedom to operate and in the sense of organization means a change in culture and the courage to create and direct an organizational environment. Management refers to the use of the term empowerment in industrial democracy and the involvement of employees in the decision-making of the organization under the various titles of team building, partnership and quality management. The last changes made to this topic were called Empowering Employees (Ahn, Choi, 2015).

It is a word empowerment that has been widely used in organizational science, but there is no agreement on its definitions. Some of the definitions offered are: Empowerment is a way of encouraging employees to make more decisions about their own work, and to empower employees through the process of involvement and transfer of responsibility. (Hill, Bartol, 2016). Empowerment refers to a set of motivational techniques that seek to increase the level of employee engagement to improve their performance (Martin & Liao, Campbell, 2013). Empowerment is a term that is said in an organizational setting that gives employees greater autonomy, freedom of action, and greater decision-making power. In other words, vertical reinforcement and other similar methods are called to increase the freedom of action of the empowerment staff. Empowerment is the reinforcement of individuals' beliefs and confidence in themselves and their efforts towards the effectiveness of organizational activities (Harris, et al., 2014). What is quite clear in the literature of empowerment is a definition that is not comprehensive and, as Thomas and Velthouse (1990) would rather describe it, a set of specific methods and its impact on empowerment. In fact, one of the issues that were less frequently considered in the early stages of the term was the operational definition of it (Wong, Laschinger, 2013).

What has caused scholars to disagree on providing operational definitions of empowerment is to have a different view of empowerment. In fact, they addressed three different communication, motivational, and cognitive approaches (Mohammadi, 2002). Communication approach: This approach is defined as a top-down process and a machine that expresses one's ability to show his or her pure dependence on others. According to this view, empowerment is a process by which a leader or manager attempts to divide his or her power in his or her subordinate. As power in organizations becomes more explicit within the legal authority of the individual, therefore, empowerment means delegating authority. Burack (1985) interpretation is intended to empower and delegate authority. Many management theorists view empowerment as the equivalent of voluntary delegation and lack of focus on decision-making resulting in an emphasis on collaborative management techniques, quality wheels, self-management, and self-management. Among the models proposed in this approach are the Bowen and Lawler models and the McLagan model (Pollack, 2018).

Motivational Approach: Conger, Kanungo (1988) believed that because power was not the only way to empower employees and could not automatically lead to empowerment of employees, it was therefore important to focus on empowerment from a conceptual point of view. He regards power as the most basic need and considers participation as the driving force behind empowerment. According to experts, this approach of empowerment is rooted in motivational desires. Any strategy leading to the determination of the work activities (self-decision making) and the self-sufficiency of the staff will require their empowerment. In contrast, any strategy that leads to weakening of the two motivations is frustrated and powerless (Mohammadi, 2002). In this respect, it is empowering. Empowerment is the expression of empowerment to create the conditions necessary to enhance the motivation of individuals to perform their duties by fostering or reducing their self-esteem. Motivation is the goal of empowerment and its strategy is to enhance self-sufficiency. According to Conger, Kanungo (1988), empowerment is defined as a process whereby people's sense of self-efficacy increases, which can be achieved through conditions that impede impotence and which can be achieved. Through formal organization or informal techniques and blanchard practices, Ziggim and Ziggarm have developed their empowerment models as the basis of the motivational approach (Das, 2017).

The Psychological Approach: Thomas and Velthouse in their article *The Cognitive Elements of Empowerment* in 1990 considered a new dimension of empowerment and they believed that power had different meanings. In the legal term of power, power means the same power as possible, that is, the capacity to describe the competence (capacity to perform) of the intended Conger, Kanungo. Power also means energy, so empowerment means energy (Orgambidez-Ramos, et al., 2015). Spitzer (1995) applied empowerment at the level of task analysis and analysis in a new paradigm. They coined the term "intrinsic motivation" to describe the task of the cognitive approach of empowerment in a broader sense as a state of mind, by coining the term "intrinsic motivation for it," which Brif and Aldak defined as the process of empowerment. It defines four intrinsic concepts and expresses the tendency of individuals to do their work (Khalilnezhad and Mehri, 2016).

Knowledge Management: In today's post-industrial society, knowledge has become a key resource. However, organizations face numerous challenges in developing and managing knowledge. In today's age known as the Age of Knowledge, organizations are seeing environments that are becoming more dynamic and challenging. Change is an integral part of today's world, in other words, the only constant component of change. Today, intangible and spiritual capital, which is called knowledge, is seen as a vital factor. In other words, organizations will be successful against change that can enhance and enhance their intangible capital (knowledge) (Chen & Huang, 2009). In the information age, knowledge is the key to long-term success for an individual and an organization. Knowledge today is cited as a valuable resource for the growth of organizations because of its intangible nature that makes it not easily copy able and duplicate. In fact, Drucker (1993) believes that one of the reasons that makes the organization more productive and

recognized as a key player in today's global economic environment is the knowledge that an organization possesses (Dalkir, 2013). The primary purpose of knowledge management is to empower and transfer knowledge across organizational entities including individuals, associations, and units. Also, the acquisition and creation of new knowledge through the organizational learning process is one of the crucial factors in the effectiveness of knowledge management. As Argote and Ingram (2000) argue, knowledge creation and transfer in organizations provide the basis for competitive advantage in firms. From a broader perspective, this knowledge-based competitive advantage is critical to ensuring sustainable performance and growth in similar areas and industries (North, Kumta, 2018).

Fereydoni and Jalali Farahani (2018), in a study entitled modeling the Relationship between Knowledge Management and Empowerment with Organizational Learning at the Ministry of Sport and Youth of the Islamic Republic of Iran found that knowledge management has a coefficient of 0.56 on organizational learning and a coefficient of effect of 0.51 on empowerment. The coefficient of empowerment effect on organizational learning was 0.63. The model presented in this study confirmed the impact of knowledge management through empowerment on organizational learning. Mohammad Davoodi and Dadmarzi (2018), in a study entitled Relationship between Knowledge Management Deployment and Empowerment with Employee Performance, found that the status of knowledge management, empowerment and job performance variables were higher than the average in Tehran Housing Bank. There is also a positive and significant relationship between knowledge management deployment and empowerment dimensions and job performance in Tehran Housing Bank.

Ahmadi, Malekavarzaman and Sheikhlari (2017), in a study examining the impact of knowledge management practices on employees' psychological empowerment (Case Study: Islamic Culture and Communication Organization staff) found that knowledge management had a significant and positive effect on all aspects of psychological empowerment. The coefficient of determination ( $R^2 = 0.27$ ) indicates that 27% of the dependent variable changes, ie psychological empowerment, are determined by the independent variable, knowledge management. The results of the main research hypothesis test show that the effect of knowledge management on psychological empowerment of employees is 0.52 which means that with one unit of improvement in knowledge management, 52 percent of employees will improve in psychological empowerment of employees and on the other hand with regard to probable value. ( $p < 0.05$ ) In the model, it can be said that this effect is significant. Therefore, the main assumption of the research is accepted and knowledge management has a positive and significant effect on employees' psychological empowerment. Galini (2010), in a study entitled The Role of Knowledge Management in Empowering Teachers, found that human beings are the only conscious element that, as coordinator of other organizational factors, plays a central role among all factors. It can be easily stated that it is impossible to achieve organizational goals without efficient people. Therefore, human resources play a key role in the growth, dynamics, growth or failure of organizations. Teaching is a complex, dynamic, interactive and ingenious activity, and if teachers are to prepare students for the changing world and free them from limited past experiences and new ideas, it requires a specific managerial approach to do so. Educate them more effectively. If the education system has a better structure, culture, management style, and power, it will train people to manage the community to ensure the economic, social and cultural health of that community and to increase its productivity and efficiency. It is committed and sympathetic to scholars and scholars to make every effort to reform and improve the entire system of society, and in particular the educational system, so that the community will be in the process of decent growth and excellence (Johnson, Marti, Cosio, 2018).

Wu & Yu-Ting (2017), in a study entitled Knowledge Management Selection with Network Structural Approach, aims to examine the structural relationships between capabilities, processes, and knowledge management capabilities, and strategic orientation for successful implementation of knowledge

management. They found that there were significant statistical relationships in knowledge, process, and performance management capabilities, and the results could help managers create distinctive strategic positions. Migdadi, Saleem, Zaid (2016) conducted a study on the impact of knowledge management competence on organizational resource planning success systems. The results showed that knowledge creation had a positive impact on the organizational position, knowledge transfer had a positive impact on the success of the system, and knowledge retention had a positive impact on the success of the HRM system. Ajay & Jain (2015), in a study entitled Organizational Learning, Knowledge Management Practices and Corporate Performance: An Experimental Study of an Engineering Company in India Using Exploratory Factor Analysis and Multiple Regression Analysis Techniques, revealed that all organizational learning factors, That is, collaboration and teamwork, performance management, independence and freedom, reward and recognition and attainment of tendency are positive predictors of knowledge management performance dimensions.

## 2. Methodology

Given that the present study presented a model for organizational empowerment based on knowledge management among the employees of Sepah Bank branches in Tehran, the research method was based on the time of occurrence, retrospective; in terms of outcome, decision-making, goal-oriented, practical; Implementation, deductive and inductive; according to the time of the research; cross-sectional; by type of data; mixed (qualitative-quantitative); by research environment; library; by data collection method or by nature and method of research; descriptive-correlative and by The focus was on the phenomenon at hand. The qualitative part included academic and organizational experts including senior managers of Sepah Bank in Tehran and the quantitative part included all employees of Sepah Bank in Tehran. The sample size in the qualitative part was theoretical saturation (20 persons) and in the quantitative part was estimated 343 persons according to Cochran formula. Purposeful sampling and stratified random sampling were used for quantitative sampling. Data were collected through qualitative interviews and quantitative researcher-made questionnaires based on 5-point scale. The face and content validity of the questionnaire was confirmed by several experts, validity was calculated by means of variance mean and divergent validity was calculated by AVE. The reliability of the questionnaire was 0.968 through Cronbach's alpha. Data were analyzed using Cronbach's alpha, AVE, AVE root matrix, Kolmogorov-Smirnov, confirmatory factor analysis, and one-sample t-test using lisrel and smart PLS software. Based on the obtained data, the reliability of the dimensions is confirmed because the Cronbach's alpha and the composite reliability coefficient are above 0.7 and also (AVE > 0.5). Convergent validity is confirmed because (CR > 0.7), (CR > AVE), (AVE > 0.5) and divergent validity is also confirmed because (MSV < AVE and ASV < AVE).

## 3. Findings

According to the descriptive findings of the study, 31% of the subjects were female and 69% male. Also, 5% of the subjects were under 35 years old, 11% were 40-36 years old, 35% were 45-41 years old and 49% were over 45 years old. 11% of the subjects were between 1 and 5 years old, 19% were between 6 and 10 years old, 54% were between 11-15 years old and 16% were over 16 years old. 37% of subjects had bachelor's degree, 39% had master's degree and 24% had doctoral degree.

**Table1.** Sample demographic information and description of variables

K-S test	Elongation	Skewness	Standard deviation	Average	Component	Variable
0.754	-0.07	-0.15	0.76	3.36	obligation	Factors Affecting Organizational empowerment based on knowledge management
0.664	0.16	-0.19	0.75	3.35	Emotional Intelligence	
0.728	-0.50	0.12	0.90	3.22	Organizational Entrepreneurship	
0.621	-0.24	0.19	0.79	3.22	Motivation	
0.563	0.46	-0.02	0.70	3.28	Knowledge	
0.614	0.45	-0.06	0.73	3.20	Learning	
0.625	0.15	-0.19	0.81	3.31	Education	
0.714	0.27	-0.11	0.77	3.33	Technology	
0.714	0.54	-0.04	0.75	3.20	the trust	
0.757	0.53	-0.43	0.80	3.44	reward	
0.580	0.46	-0.14	0.77	3.14	Organizational Culture	
0.562	0.23	0.04	0.83	2.99	connections	
0.695	0.41	0.20	0.77	3.17	Leadership	
0.732	-0.10	0.02	0.87	3.13	Mold and structure	
0.719	0.57	0.16	0.78	3.13	Function	
0.543	0.49	-0.15	0.80	3.16	Personality characteristics	
0.610	0.17	0.02	0.71	3.23	participation	

The mean and standard deviation of all the components were obtained; also the results from the previous table showed that the elongation statistic for all the components is between 5 and 5, meaning that the data distribution is normal and the shape of the distribution is It is not very flat or long; so is the skewness statistic in all components between 3, 3 and even 2, 2, meaning that the data distribution is normal in this respect and it can be said that the distribution shape has The skewness is not positive or negative. Also, according to the table above, since the significance level is greater than 0.05, 95% confidence level can be expressed, assuming that the data are normal. Based on the findings of the data base theory, 17 categories and 66 indicators were obtained that are indicators, components and dimensions that constitute organizational empowerment based on knowledge management among the employees of Sepah Bank in Tehran which include: trust, motivation , Commitment, emotional intelligence, participation, communication, structure, training, culture, leadership, technology, reward; knowledge, organizational learning, organizational entrepreneurship, and performance. The results showed that after analyzing the content and interviewing the experts, trust, motivation, commitment, emotional intelligence, participation, communication, structure, training, culture, leadership, technology and reward were identified as effective dimensions of organizational empowerment based on KM. it placed. These dimensions each have the components examined in the present study. The results also showed that after analyzing the content and interviewing the experts, organizational learning, organizational entrepreneurship and performance were identified as effective dimensions of organizational empowerment based on knowledge management among the employees of Sepah Bank branches in Tehran. These dimensions each have the components examined in the present study.

Question 4: What are the strategies for improving organizational empowerment based on knowledge management among the employees of Sepah Bank in Tehran? 1-Involve employees in bank decisions 2- Develop operational plan for organizational empowerment based on knowledge management among bank branches 3-Determine program priorities for promotion of organizational empowerment based on knowledge management among bank employees 4- Managing Stability and Supporting Managers When Required 5- Training How to Make Money Through Organizational Empowerment Based on Knowledge Management among Bank Branch Employees 6- Impacting Global Information and Communication Technologies on Organizational Empowerment Issues Freedom of thought and opinion and freedom

Receiving these comments8-Delegating and delegating tasks to employees9-Transparency of staff duties and responsibilities10-Appropriate strategic analysis with a forward-looking approach, proponents and influential elements of governance in empowering the organization and enhancing employee knowledge11 -Banking Market, focus on building on its competitive strengths and learning capabilities12- creating opportunities for employees to participate in bank management processes13- improving new ICTs based on new strategic management14-creating a healthy competitive climate for development Container Employee Potential for Innovation and Innovation15-Issuing Reasonable Guidelines and Creating a Collaborative Environment for Employees to Develop Entrepreneurship in the Organization16- Continuous review of customer and other organizations' suggestions and criticisms for using opportunities around the Bank for Innovative Knowledge Management17 -Exploration Education and Provision of Primary Education Facilities for Bank Branch Staff18-Holding Scientific-Specialized Festivals Held by Banks and Banking Journals.

According to Research Fifth and Sixth: Facilitators and Barriers to Organizational Empowerment Programs Based on Knowledge Management among Sepah Bank Branch Personnel Facilitators are: 1. Improving organizational culture to develop new ideas and enhance innovation 2.Improving training. Necessary to change the knowledge, skills, and attitudes of creative and innovative employees for knowledge-based organizational empowerment among bank branch staff3-Build the organization so that members can interact with each other and with managers and pay attention to the dynamics of the organization's learning environment4-Create At the bank of harmony and good cooperation with each other In order to achieve the highest goals of the organization5 - Emphasize the organization on identifying and applying managerial innovations such as IT innovation, or new reward systems and new training methods6 - Integrating the policy and macro evaluation layer in the organization7 - Considering motivation and interest Organizational Specialties8-Extracting useful, yet practical scientific tools and ideas9- Taking proper use of and encouraging content production by everyone.

- What is the status of the components and indicators of organizational empowerment based on knowledge management among the employees of Sepah Bank branches in Tehran and its influencing factors?

**Table2.** One-sample t-test to check status

95% confidence interval of difference		Average difference	Sig	T value	Component	Variable
upper line	Lower limit					
0.44	0.29	0.36	0.000	9.18	obligation	Factors Influencing Organizational Empowerment Based on Knowledge Management among Sepah Bank Branch Staff
0.39	0.24	0.31	0.000	7.83	Emotional Intelligence	
0.33	0.15	0.24	0.000	5.46	Motivation	
0.89	0.75	0.45	0.000	10.31	Knowledge	
0.19	0.02	0.11	0.012	2.51	Education	
0.37	0.22	0.30	0.000	8.03	Technology	
0.25	0.10	0.18	0.000	4.49	the trust	
1.03	0.84	0.50	0.000	11.20	reward	
0.34	0.18	0.26	0.000	6.49	Organizational Culture	
0.31	0.13	0.22	0.000	4.84	connections	
0.55	0.39	0.47	0.000	11.37	participation	
0.74	0.64	0.86	0.010	9.56	Leadership	
0.92	0.48	0.77	0.000	6.99	Mold and structure	
0.82	0.55	0.90	0.000	10.36	Personality characteristics	



					Factors Affecting				
0.39		0.24		0.32		0.000		8.19	
0.56		0.39		0.48		0.000		10.77	
0.35		0.19		0.27		0.000		6.84	
0.60		0.33		0.19		0.000		8.56	
0.34		0.19		0.27		0.000		6.96	

One-sample t-test showed that the significance level was less than five hundred in all dimensions and components and thus the null hypothesis with 95% confidence for these components is rejected and the research hypothesis is confirmed. Also, considering the mean difference of positive values, it is inferred that the status of the components and dimensions is in the desired condition. Question 8: What is a model for knowledge based organizational empowerment among employees of Sepah Bank branches in Tehran? Confirmatory factor analysis showed that the t-values obtained at the level of 0.05 in all the components and indices were greater than 1.96, so there was a significant relationship between each of the components and organizational empowerment indices based on KM There is a general model. Also, the values obtained in the model fit indices in all components and indices are in accordance with acceptable standards and it can be safely stated that the research model has a good fit. According to the results in Fig. 1, it can be seen that the path coefficients are all positive and their significance is acceptable ( $p \leq 0.05$ ), Also the coefficients of determination that indicate how much of the dependent variable is explained by the independent variable ( $R^2 \geq 0.1$ ). Therefore, the model suggests that organizational empowerment based on knowledge management among employees has a positive and significant effect on organizational learning components, organizational entrepreneurship and performance. Also, according to the significant coefficient of variation of personality a trait (which briefly characterizes the comprehensive personality traits of employees) moderates the relationship of knowledge and empowerment of the organization. According to the path coefficients obtained, empowering the organization will have the greatest impact on organizational performance and then on learning and ultimately on the bank employees' entrepreneurship. At the end of this section, we examine the fit of the model. Fitting structural models is characterized by good fit indices. These indicators measure the totality of the model and say whether it was appropriate. Therefore, the conceptual model of research has a good fit and is approved. All values of the model parameters along with the factor loads and path coefficients are shown in the following table.

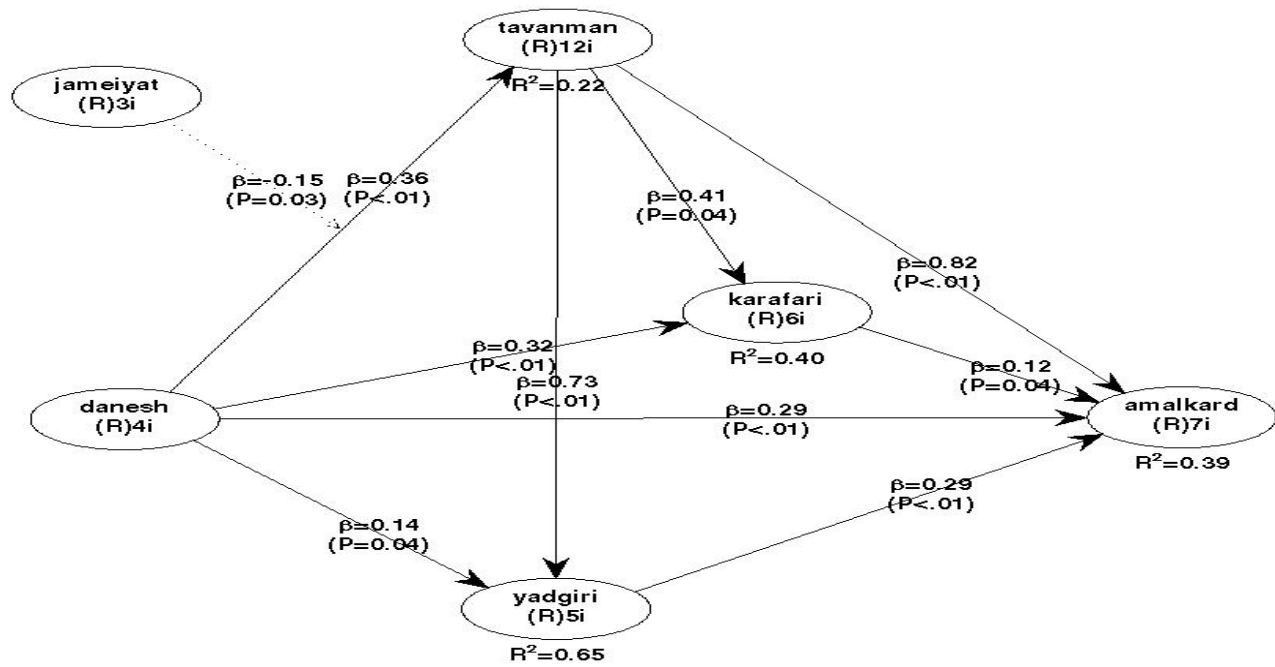


figure1. Conceptual model of research

Table3. Model Estimates

Direction	Path coefficient	Significance coefficient	Condition
knowledge management → Organizational empowerment	0.36	$P < 0.01$	accepted
knowledge management → Entrepreneurship	0.32	$P < 0.01$	accepted
knowledge management → Function	0.29	$P < 0.01$	accepted
knowledge management → Organizational Learning	0.14	$P = 0.04$	accepted
Organizational empowerment → Entrepreneurship	0.41	$P = 0.04$	accepted
Organizational empowerment → Function	0.82	$P < 0.01$	accepted
Organizational empowerment → Organizational Learning	0.73	$P < 0.01$	accepted
Organizational Learning → Function	0.29	$P < 0.01$	accepted
Entrepreneurship → Function	0.12	$P = 0.04$	accepted

#### 4. Discussion

The present study explored what model can be offered to empower the organization based on knowledge management among the employees of Sepah Bank branches in Tehran. Accordingly, considering the theoretical foundations and interviews with experts, various aspects of organization empowerment based on KM have been identified and its effective components have been studied. Explaining the findings of the study, it can be said that in the banking system, employee empowerment plans are not a simple plan or program and today is one of the challenges of knowledge-based banks. As one of the most important organizations in the economic and future affairs of the country, the bank needs more world-class management systems such as knowledge management than other organizations to use and transfer it to the next generation to offset the backwardness of the industrial age in countries, The Third World and the Transition to the Age of Trans-industry. The importance of knowledge as a valuable asset to contemporary

organizations has made the acquisition, development, operation, proper management and promotion of them one of the key responsibilities and challenges of these organizations. Studies show that the bank's empowerment process based on knowledge management has not followed a specific pattern in these years and therefore no specific empowerment structure can be established. This lack of appropriate modeling as well as weaknesses in the organization's macro decision-making led this study to study the process of organizational empowerment based on its management (Lee, Dombrowski & Brady, 2018).

In the age of the globalization of the economy and the liberalization of capital and trade, governments have a distinct role to play in the past. Underdeveloped countries will face more constraints in the process of industrial development under new global conditions, so special attention is needed to implement market mechanisms and develop a competitive environment. The current conditions of the global economy play a decisive role in the current and limited state interference in economic affairs. Direct government interventions such as support for startups have declined, but other interventions to address market deficiencies have increased in order to enhance the competitiveness of industrial activities. In explaining the overall framework of the role of governments in developing countries, such as private sector development, physical, institutional and legal infrastructure development, business liberalization, industrial activity organization, etc. are discussed. In recent years, the importance and role of small and medium-sized industries in industrialized and growing countries has increased, and with the advent of new technologies in production and communication, developments in manufacturing methods, distribution and organizational structure have emerged. Small and medium-sized units have seen an increasing trend (Sharma & Kirkman, 2015).

Increased competitiveness and a focus on core activities have led to the vertical separation of companies, expanding contracting relationships and strengthening relationships in the supply chain. Governments of developed and newly developed countries have always adopted specific strategies and policies to promote small and medium-sized industries and facilitate the entry of entrepreneurial firms into the economic field, in order to guarantee free market competition and prevent monopoly. Challenges in Small and Medium Enterprises in Developing Countries and in Iran The Value Added Distribution Model in Iran indicates that the share of large industries is much larger than that of small and medium enterprises, while in developed and other developing countries the pattern of distribution is high. The equilibrium of the share of surplus value is considered. These statistics indicate that there are obstacles in Iran to the growth and development of small and medium-sized enterprises. It therefore eliminated the need for weaknesses and created the infrastructure needed to create a balanced competitive environment. Reforming the financial, information, and infrastructure infrastructures are definitely needed. The increasing demand for employers to attract skilled workers on the one hand and the willingness of employees to take up valuable occupations on the other has led to a battle and a struggle that we have to call a talent war. In this battle, successful organizations strive to attract and retain the talents needed to sustain their lives by employing appropriate practices, programs, and strategies. To do this, organizations need to understand what needs they are facing now and in the future so that they can identify potential and actual talent among employees and in other words, be able to manage talent. The present study also sought to identify the factors affecting organizational empowerment based on knowledge management and, with expert opinion, theoretical overview, trust, motivation, commitment, emotional intelligence, participation, communication, structure, education, culture, leadership, Technology and reward have been identified as influential dimensions of organizational empowerment based on KM as affecting factors and organizational learning, entrepreneurship, performance and KM as effective factors. 1- In relation to the component of "knowledge management" it is suggested that: - policy makers in the organization are sometimes selected on the basis of political tendencies and lack the specialized knowledge and skills on media issues. Provide in-service training, update the knowledge of staff at all levels, and take advantage of the latest achievements in this field for the dynamics and efficiency of any media and media collection. In order to increase the knowledge

and knowledge of media policy makers, scientific-professional festivals are organized. 2- In relation to the “personality traits” component it is recommended that: Empowering will bring many organizational and personal benefits such as creativity, flexibility, problem solving, high quality job performance, job satisfaction, health and mental health. In addition, empowered people are self-controlled and self-regulated. They easily accept responsibility, have a positive view of themselves, others, and the environment, are optimistic about work life, and generally see others as partners rather than competitors. When a conflict or problem arises in the workplace, they seek solutions rather than disregarding the problem. They are learning critically and constantly. The study confirmed the moderating role of the relationship between knowledge and empowerment, suggesting that employees be rewarded for their responsibility and ethical standards. 3- In relation to the “performance” component, it is recommended that: - What Sepah Bank's top executives should pay attention to is to increase the knowledge and awareness of employees and to create new challenges and examine their consequences. Organizational activities and management practices can be important in that they increase the management practices, skills and knowledge of employees, provide programs such as socialization, human resources training, management improvement and improvement, performance evaluation, feedback Employee engagement, employee engagement, job fit, job rotation that ultimately lead to staff empowerment to improve bank performance. It is also suggested that the growth and development of performance and the empowerment of employees by facilitating the sharing of tacit knowledge between individuals and different parts of the organization through the formation of working groups.

Concerning the "entrepreneurship" component in line with the findings Migdadi, Saleem, Zaid (2016), North & Kumta (2018), Wu & Yu-Ting (2017), It is suggested that: 1- A mechanism for empowering the bank be designed so that the elites of the country will fulfill their demands. 2- Emphasize on some decision makers and policymakers the abilities, talents, initiatives, innovations and creativity that Some of these abilities overshadow the views and roles of other decision-makers and institutions. 3- The banking market, due to the presence of numerous competitors and high levels of creativity, precludes new players from entering. 4- Banking dissemination networks should be more creative, because the distribution of information today is a very important issue for the economy. Empowering policymakers in this area facing issues such as the expansion and divergence of broadcasting systems is essential.

5. With regard to the component of “organizational learning” it is suggested that: 1- Sepah Bank may consider multiple inputs for organizational empowerment in order to provide a complete and comprehensive view of 2- Enhancing strategic learning, responding quickly to organizational environment changes and increasing agility Provide strategic insights to its employees. 3- It is recommended that the organization focuses on learning and developing its competitive strengths and capabilities in order to stay and succeed in the market. 4- If the bank's top management seeks knowledge management To prioritize, the existing balance between people and technologies must be renewed Its uncertainty. It also redefines the pattern of interoperability between technologies, people, and technologies so that people can use these tools and have coherent and continuous learning programs (knowledge development at all levels of the organization) to empower employees. To create spaces for discussion and learning chapters, a culture of dialogue and exchange of ideas that will create the right context for knowledge acquisition and transfer, Also to researchers consistent with the findings of Pollack (2018), Das (2017), Ajay, Jain (2015), It is recommended that they use control variables (such as government laws and regulations) in their research and present a different model. Future research suggests that variables such as power structure, management style in the organization, and security issues are studied as controlling or moderating variables. Also, other software such as (AHP) and (ANP) software is used to prioritize the effective factors and constituents of organizational empowerment based on KM and compare the results of this ranking with the results of the present study.

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