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The Role of Implicit Knowledge Sharing in Psychological Empowerment of Employees

Studied Case: Business Management Staff, South Pars Gas Complex Company

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Abstract

With the developmental approach to the importance of human resource management as a valuable asset in organizations, it can be noted that the existence of organizations is nothing more than organizational charts, financial and information resources. The truth is that organizations today know that if they want to be a leader in the economy and labor market and stay competitive, they should have professional, creative, highly motivated manpower; because human resources form a real wealth of an organization and using their potential skills is considered a main advantage for every organization. It would not be possible without support and commitment of staffs and making them involve in the organization; and empowering them is an useful technique in order to achieve this goal through benefiting from employee's' abilities. As empowerment, namely is the extraction of hidden power of individuals who are affected by many factors, one of which is implicit knowledge sharing.

Therefore, the present study examines this issue that how and to what extent the improvement of the capacity of implicit knowledge sharing will impact the dimensions of empowerment in the organization. The research was descriptive and correlational. The population also includes 200 business management employees of South Pars Gas Complex Company, and 95 persons were selected randomly. Results of this research show that there is a positive and significant relationship between implicit knowledge sharing and 4 dimensions of psychological empowerment; but the magnitude of this impact varies and the most impact is on sense of

meaningfulness and the least is on autonomy. Also, checking on the status quo showed that of those dimensions mentioned above, 2 dimensions of meaningfulness and self-efficacy are in good condition and 2 dimensions of autonomy and the sense of impact are not in good condition and in general, the variable of knowledge sharing is not in good condition and the variable of empowerment is in good condition. In this context, there are recommendations to improve the situation presented.

Keywords: Implicit knowledge sharing, Psychological empowerment, A sense of self-efficacy, A sense of meaningfulness, A sense of impact, A sense of autonomy

Introduction

In line with the rapid and unpredictable changes in various industries, especially the oil and gas industry and the strategic location of South Pars Gas Complex and shared repositories with Qatar, this organization requires great attention and continuous observation according to its global competitors, information technology and changes in the characteristics of the workforce and customers. In this situation, managers do not want to spend their time and managerial energy on controlling staffs and daily decision making and to observe the daily loss of their skillful and specialized staffs, but to spend their time and energy to identify internal and external environments in order to anticipate competitors. They try to meet the expectations and provide a suitable framework for maximum use of the capacity of their knowledge skills. This paradigm is based on giving power to an individual, the power that gives a sense of empowerment, meaningfulness, self-efficacy and confidence. Hence it is that today, employees are considered the most important source of competitive advantage for organizations. But what is important in improving people's abilities is that not only the improvement of human resources cannot be achieved just with technical and professional trainings; but also managers today need to pay attention to organizational intangible assets in knowledge areas such as experiences, mental storages and hidden knowledge in the minds of workers, since it is well known that other organizational assets are hidden in the minds of people and this is one of the main duties of managers to provide contexts of extracting knowledge from their mind and to develop and to share it between employees. But unfortunately, in large organizations employees are rarely empowered or at least organizations are unable to release their talents and abilities when facing their knowledgeable employees. Professions are blocked around the organization and in the hand of specialists and the privatization of expertise is also highly observed and power is focused in top levels of organization. These organizations do not realize that they have a hidden power which exists through knowledge, experience and skills of people and there are tools needed in order to release and share this knowledge.

Experts like Tees(1998), Nonaka (2007)and Hales(2000) have stated that organizations have made a mistake in defining their knowledge resources. These organizations focus on data, information and generally obvious dimensions of knowledge, but it should be noted that much of the knowledge is not visible, called hidden(implicit) knowledge. Identification and extraction of this knowledge and sharing it is the responsibility of managers to make their employees be

empowered more and to internalize commitment around the organization through providing participation contexts in decision making and making sense of trust and honesty.

Indeed, do organizations that are known to be knowledge-based, know where they have to seek basic knowledge in the organization? And whether the organization uses all available knowledge? And how much do they care to strengthen human resources and maintenance of empowered people? The answer to these questions and other similar questions can be found at all levels of the organization. Because the extraction of capabilities can be shared by transforming and transferring the knowledge which has been formed in minds of employees and in such an organization in which employees want to share their knowledge, will be dynamic, empowered and pioneer otherwise the lack of understanding and trust in benefits of knowledge sharing leads organization to the edge of darkness and collapse, and thus by transforming and transferring knowledge not only huge savings will be done in the organization but also sufficient context will be provided for becoming a powerful organization from human resources point of view.

Problem Statement

Searching for ways to exploit the ability of employees in order to achieve organizational goals has been a constant concern of managers and management science experts (Wallace and Storm, 2003: 31). But it seems that over the years many organizations that are familiar with the techniques and methods of empowering employees have been unsuccessful in its implementation because they have not understood empowerment as an organizational goal. South Pars Gas Complex requires empowered and knowledge-based employees as one of the largest and most important suppliers of clean energy needed for economic development, so it can reach final goals of the company and the country with their help. This study is aimed at empowering employees of business management department because of the operating nature, business management has an important role and strategic position in the structure of this company, but with many researches in the field of empowering employees and applied training and many specific methods, there is always the problem and employees do not see themselves empowered or a t least they do not believe in their own knowledge and skills. These employees acknowledge that they do not have the required self-efficacies and capabilities because they have to do whatever top management asks them to do and they cannot use possible opportunities and they lack of self-confidence and they think they do not have required talent and creativity. In addition, many empowered people who have great experiences and knowledge gained through years of service leave the company based on various reasons such as retirement and take those valuable knowledge, experience and expertise away.

In different researches, researchers attribute employee empowerment to several factors. Of these, some believe knowledge sharing as a factor to increase the capabilities. According to Mc Dermoot(1999) , when we say someone is sharing his knowledge, it means this person guides another person with the knowledge, insight and opinion to help him see his position better. This is why many researchers who are engaged in research in the area of employee

empowerment, directed their comments to the topic of implicit knowledge sharing, the one this study also works on it.

Based on the arguments expressed about the impact of implicit knowledge sharing on psychological empowerment of employees, goals and hypotheses developed in this study are as follow:

The main objective

The review of relationship between implicit knowledge sharing and the dimensions of psychological empowerment of business management employees in South Pars Gas Complex.

Secondary objectives

1. Reviewing the impact of knowledge sharing on the dimensions of empowerment.
2. Ranking the impact of knowledge sharing on the dimensions of empowerment.
3. Study of knowledge sharing and employee empowerment of South Pars Gas Complex
4. Detection of the similarity or dissimilarity of the current state of psychological empowerment.
5. Practical proposals in order to develop employee empowerment through knowledge sharing.

The main hypothesis

1. Implicit knowledge sharing has a positive and significant impact on the psychological empowerment of employees.

Sub-hypotheses

1. Implicit knowledge sharing has a positive and significant impact on the development of sense of self-efficacy in employees.
2. Implicit knowledge sharing has a positive and significant impact on employees' sense of autonomy.
3. Implicit knowledge sharing has a positive and significant impact on employees' sense of impact.
4. Implicit knowledge sharing has a positive and significant impact on a sense of job meaningfulness by employees.
5. Implicit knowledge sharing has different impact of the dimensions of psychological empowerment.
6. Psychological empowerment in South Pars Gas Complex is not in good condition.
7. There is no significant difference between dimensions of psychological empowerment in the current situation.

Background of the Study

The Theoretical Background

Empowerment

Empowering employees means that we allow them to have decision-making power and impact and interference in internal affairs. In other words, empowerment means giving employees the opportunity to make decisions, choose the solutions, become independent and responsible (Mirkamal, 2010). Hence we can say, empowerment is not giving power to the people, because people have a lot of power to do great work; but empowerment means to release this power (Jafari Qushchi, 2001).

Empowerment Approaches

Empowering employees has taken different meanings and definitions from different viewpoints and perspectives and based on the findings of Kevin & Spreitzer (1997), two mechanistic and organic approaches have been expressed to define empowerment.

Mechanistic approach: According to this perspective, empowerment means to delegate authority to subordinates. Empowerment is a process through which top management has developed a clear vision and outlined specific tasks and plans to achieve this vision in the organization (Beygi Nia at al 2002: 3).

Organic approach: Under this approach, empowerment is not something that managers have to do, rather is attitudes and perceptions about their role in the job and the organization (Thomas and Velthouse, 1990). Therefore, managers can provide required opportunities for empowering employees more. According to Conger and Kanango, empowerment roots in motivational needs of individuals (Abdollahi, 2007;4).

Empowerment Model

So far, many researchers have focused on empowerment and many models have been proposed in this regard, such as empowerment models of Thomas & Velthouse (1990), Quinn & Spreitzer(1997) , Konczak (2000). In this study, in order to check the dimensions of psychological empowerment of employees, Spreitzer model (1995) has been used. This model consists of four dimensions that measures the perceptions of employees about meaningfulness, self-efficacy, impact and self-determination.

- Sense of meaningfulness: Meaningfulness includes compatibility between role requirements and job on one hand and behaviors, beliefs and values on the other hand. Empowered people are careful about what they do and they believe in it and because of that they have a sense of identity (Benins & Nanus, 1985).

- Self-efficacy: self-efficacy is the belief of an individual in his ability and capacity to do skillful works (Benins & Nanus, 1985).
- Sense of self-determination (a sense of having autonomy): self-determination represents independence in being initiative and continuity in proactive behaviors and processes. They believe themselves this way and they can take decisions independently and test some new ideas (Vogt & Murrell, 1990).
- Sense of impact: Empowered people have a sense of personal control over outcomes. They believe that they can impact the environment in which they work and make changes(Dover, 1990)

Implicit Knowledge Sharing

Knowledge and Its Variants

Knowledge-based organizations benefit information and knowledge for the sustainable development in a dynamic environment (Davenport and Prusak 1998, Wild, 2002, Liebowitz and Beckman 1998). According to Wiig (1997) knowledge management (KM) is a process in which knowledge is created and updated clearly and it is used to improve profitability of the organization. Some researchers categorize knowledge into two groups of explicit knowledge and implicit knowledge. Nonaka (1995) and other authors (Hall and Andriani, 2002) define clear knowledge as a knowledge which is easy to transfer and can be codified through a series of symbols (such as letters, numbers, etc.) in the form of text, sound, images, photographs, software, databases, and …. For this reason, it is easy to share . But much of this knowledge has been stored clearly or implicitly in the minds of employees of that organization (Argote and Ingram 2000, Probsr 2000). Having access to this knowledge which is included experiences and lessons of every employee is much more difficult than explicit knowledge.

Nonaka & Taguchi (1995) argue that implicit and explicit knowledge are complementary to each other and interact with each other. According to this view, they have provided a model, based on which knowledge creation is an interactive spiral process between implicit and explicit knowledge. Interactions of these two kinds of knowledge lead to create new knowledge. The combination of these two groups makes it possible to understand the four patterns of knowledge transformation.

Model of Nonaka & Taguchi (1995) SECI

The process of transforming implicit and explicit knowledge to each other that is shown in Figure 1 below.

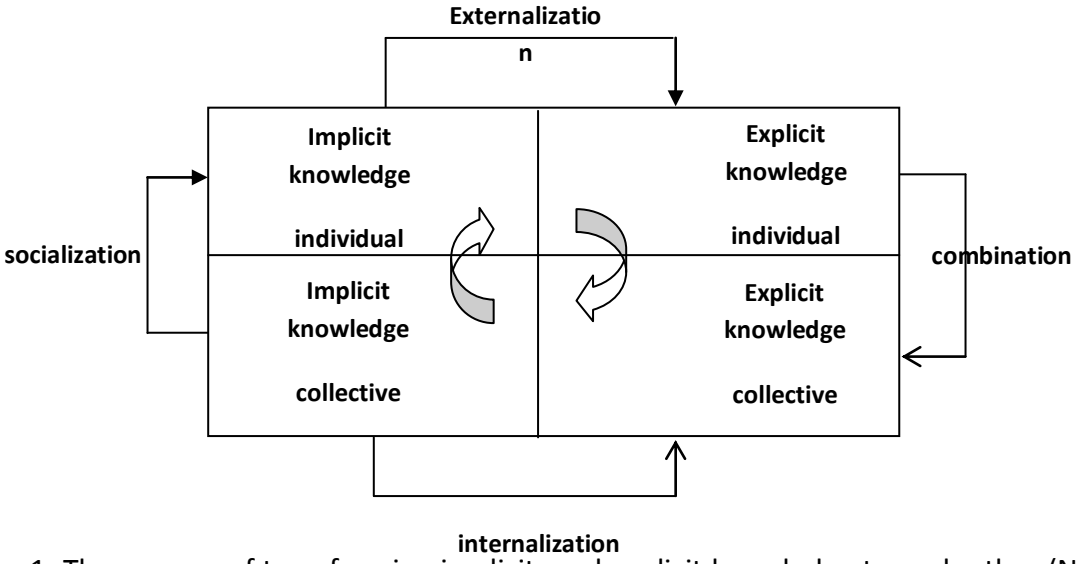

Figure 1: The process of transforming implicit and explicit knowledge to each other (Nonaka & Takuchi, 1995)

Based on this model, SECI process must be done for transferring (transforming) these two kinds of knowledge at different levels of the organization. This process includes the steps of socialization, externalization, combination and internalization as follows:

Socialization : The term socialization emphasizes that implicit knowledge is transferred through joint activities such as being together and living together in the same environment, not through written or oral instructions.

Externalization: is the expression of implicit knowledge and transferring it to comprehensible forms to others. Talking, consulting with each other using language skills such as the use of metaphor and analogy is considered the main method of knowledge externalization (Morgan, 1986).

Combination: Combination includes a movement from personal explicit knowledge to collective explicit knowledge and storing it. Such transactions are done in an environment that often includes discussions and group training, booklets and notes, phone calls or computer networks.

Internalization: Internalizing knowledge is when people have institutionalized their clear knowledge and have shared it. Passing this stage leads to create new implicit knowledge. In this stage, the explicit knowledge which has been provided and learned, becomes operational and is implemented by people.

Knowledge Sharing

In different models of knowledge cycles (Wiig 1993, Meyer and Zack 1996, Birkain Shaw and Sheehan 2002, Dalker 2005), sharing and distribution of knowledge is one of the main stages. Nonaka & Toyama (2000) suggest that knowledge sharing between individuals or groups is a

starting point in the cycle of knowledge creation and innovation. So all activities related to the transferring or distribution of knowledge from one person or organization to other individual, group or organization is called publication or knowledge sharing process i (Lee, 2001).

Knowledge Sharing Tools

Knowledge-sharing tools refer to the various ways that employees use in organizations when they want to share their knowledge (Allen et al. 2007). Cho et al (2007) argue that various organizations naturally implement different systems of knowledge sharing. So putting a set of differences in formal and informal knowledge-sharing tools is very difficult and it depends greatly on the content of the organization.

Formal Knowledge-Sharing Tools

This framework has been developed by the Boh (2007), who has defined formal knowledge-sharing tools as mechanisms to transfer knowledge and learning from one person to a lot of people through knowledge sharing capabilities embedded in the structure and routine functions of organization. Thus, formal knowledge-sharing tools include tools that are usually created and implemented by the organization.

Informal Knowledge-sharing Tools

Hansen et al (1999) defined system and informal knowledge-sharing tools as unstructured and temporary mechanisms for supporting personal knowledge sharing as an unplanned method. This framework creates a type of personalization for informal knowledge-sharing tools and defines there is a relationship between knowledge sharing through these mechanisms and thoughts of a person who has created knowledge sharing. And therefore with more interactions, more knowledge sharing occurs (Wai Fong and Sze 2013, Alavi and Leidner 2011).

The difference between formal and informal tools of knowledge sharing in the organization

Formal methods typically include methods and systems for knowledge management which is created by the organization. While informal methods are tools of knowledge sharing that employees use them without any motivation and force of organization and there is usually no record or official version about knowledge sharing. So this kind of knowledge sharing is implicit (Scha uer et al, 2012).

Experimental Background

Table 2 indicates some of the researches done in the field of empowering employees and also implicit knowledge sharing.

No	Name of researcher	subject	Results
1	Dr. Nasser Asgari,Mehdi Kheyr Andish,Mehrdad Gholami,Maryam Khal'atbari Mo'azam (2013)	The impact of psychological empowerment of employees on development of the capacity to create knowledge	1.positive and significant impact of sense of self-efficacy on knowledge creation 2. positive and significant impact of sense of job meaningfulness on knowledge creation 3. positive and significant effect of sense of impact on knowledge creation 4. positive and significant impact of sense of confidence on knowledge creation
2	Dr. Vajhoallah Ghorbani Zade, Shirin Khalegh Pour(2009)	The role of transferring implicit knowledge in empowering employees	1.there is a positive and significant relationship between transferring implicit knowledge and sense of employee capability 2. there is a positive and significant relationship between transferring implicit knowledge and employees' ability 3. there is a positive and significant relationship between transferring implicit knowledge and employees' accountability in running decision4. there is a positive and significant relationship between transferring implicit knowledge and employees access to related tools of decision making and running it5. there is a positive and significant relationship between transferring implicit knowledge and accountability based on consequences of decision making
3	Dr. Hasan Danaii Fard, Dr. Ahmad Kha'efollahi, S.Mojtaba Hosseini (2011)	The contemplation of improving knowledge sharing in the light of organizational citizenship behavior (A case study: Ministry of Housing and Urban Development and the Ministry of Transportation)	There is a significant relationship between organizational citizenship behavior and its forming dimensions and knowledge sharing in every dimensions (except fairness).The severity of effects of organizational citizenship behavior as independent variable according to its forming dimensions on knowledge sharing as dependent variable is 0.429 and this represents an acceptable correlation between these two variables. With increasing organizational citizenship behavior, knowledge sharing will be rising based on three dimensions of consciousness, fairness and social customs. The effect of these three dimensions is rather more than two dimensions of civility and altruism
4	Mohammad Ali Sarlak, Tahere Islami (2011)	Knowledge sharing at Sharif University of Technology,	1.there is a positive and significant relationship between caring to organization and intention for knowledge sharing behavior 2.Giving rewards and

		Social Capital Approach	incentives has positive impact on knowledge sharing 3.there is a significant relationship between altruism and knowledge sharing 4.Capturing feelings has a positive and significant impact on knowledge sharing 5. If people have special skill and they want to gain trust from others by showing their own abilities, then they will approach knowledge sharing 6.Those generous people seeking knowledge sharing avoid of being conservative.
5	Aysegul Ozbebek- Esra Kilicarslan Toplu (2011)	Empowered Employees Knowledge Sharing Behavior	There is a positive and significant relationship between psychological empowerment and knowledge sharing behavior. It can be said that empowered employees are more likely to do knowledge sharing.
6	Sayed Mohammad Reza Ali Akbar Ahmadi- Daraei- Behzad Khodaie- Yashar Salamzadeh (2012)	Structural Equation Modeling of Relationship Between Psychological Empowerment and Knowledge Management Practices (A Case study: Social Security Organization Staffs of Ardabil Province, Iran)	Individual empowerment and strengthening of its concept is one of the main aspects that can affect knowledge sharing and accessing it by employees in social security offices. According to results, there is a considerable relationship between empowering employees and their access to knowledge management methods.

Conceptual Model

In this research, implicit knowledge sharing as an independent variable and psychological empowerment of employees are considered as dependent variable. After checking various models of knowledge sharing and psychological empowerment of employees, the KM model by Taguchi and Nonaka(1995) and empowerment model by Spritzer(1995) were used in order to measure the effect of implicit knowledge sharing on empowering employees. Finally, the present conceptual model has been provided as figure 3.

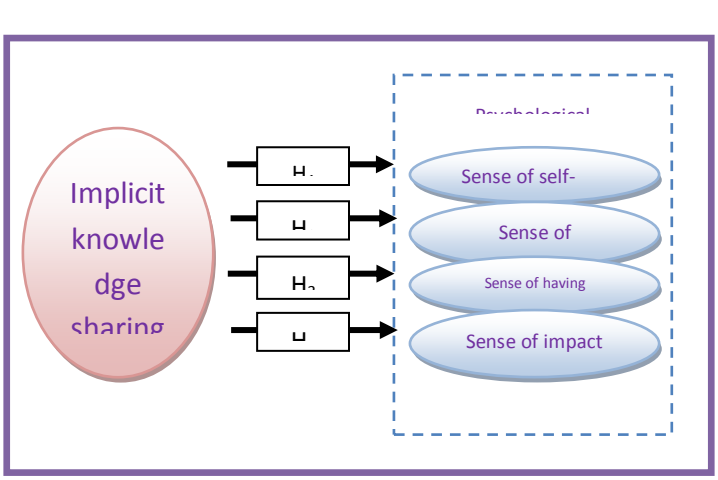

figure3:Conceptual model

Methods

The present study is applied from target view, because its findings are used to solve specific problems within the organization. From the way of data collection point of view, it is non-experimental, descriptive and correlation because it investigates the relationships between implicit knowledge sharing and dimensions of psychological empowerment of employees and required information about current situation of statistical sample has been obtained by questionnaire. Also, it is quantitative from time, cross-sectional and data views.

The Statistical Sample

The population of this research is employees of business management department in South Pars Gas Complex including executives, managers, professionals and clerical employees for total number of 200 persons. In order to select a sample, the formula for finite population sampling was used, followed by a total of 95 questionnaires distributed, from those questionnaires received, some were distorted, and finally 90 questionnaires were analyzed.

Tools for Data Collection

In the present study, In order to collect the secondary data and data relating to the research literature and theoretical issues with the subject of books, articles in English and Persian, theses, websites and related documents have been used. Also for primary data collection, a number of questions were included as demographic characteristics. For example, gender, level of education, etc. , and to measure knowledge sharing and empowerment, 2 questionnaires including 38 questions on a 5 point Likert scale were used . The order of questions in the questionnaire is shown in table 4.

Table 4: variables, indicators and questions

Variables	Component	Questions
Knowledge sharing	Externalization	1-5
	Combination	6-16
	Internalization	17-20
	Socialization	20-26
Empowerment	Sense of self-efficacy	27-29
	Autonomy	30-32
	Impact	33-35
	Meaningfulness	36-38

Methods of Data Analysis

After examining the distribution of samples in terms of variables such as gender, age, educational level, the collected data of statistics were analyzed. In order to test research hypotheses, the path modeling algorithm PLS , and in order to determine the type of data distribution based on normal and non-normal distribution, the Kolmogorov-Smirnov test and according to it in order to examine the current situation of variables , the test of one society average and at last in order to rank dimensions of dependent variable , Friedman ANOVA were used.

Findings

Test results are as follows:

- The result of the hypothesis test in a form of path , taking into account the coefficient of determination (R^2 =27) shows that 27% of the variability in dependent variable (the psychological empowerment) is determined by implicit knowledge sharing as independent variable.

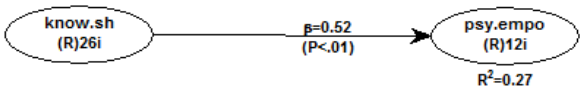

Figure 5: The effect of knowledge sharing model test on psychological empowerment of employees

- The result of main hypothesis shows that the severity of implicit knowledge sharing impact on psychological empowerment of employees is 0.52. This means with one unit of improvement in knowledge sharing, there will be 0.52 unit improvement in psychological empowerment of employees. And on the other hand, given the possible values ($p<0.05$) in the model, we can say that this impact is significant. So the main hypothesis of the research was accepted and implicit knowledge sharing has a positive and significant impact on psychological empowerment of employees.
- The result of first sub-hypothesis shows that the severity of implicit knowledge sharing impact on a sense of self-efficacy is 0.42. This means with one unit of improvement in knowledge sharing, there will be 0.42 unit improvement in a sense of self-efficacy. And on the other hand, given the possible values ($p<0.05$) in the model, we can say that this impact is significant. So the first sub- hypothesis of the research was accepted and implicit knowledge sharing has a positive and significant impact on a sense of self-efficacy.
- The result of second sub- hypothesis shows that the severity of implicit knowledge sharing impact on a sense of having autonomy is 0.42. This means with one unit of

improvement in knowledge sharing, there will be 0.42 unit improvement in a sense of having autonomy. And on the other hand, given the possible values ($p<0.05$) in the model, we can say that this impact is significant. So the second sub-hypothesis of the research was accepted and implicit knowledge sharing has a positive and significant impact on a sense of having autonomy.

- The result of third sub- hypothesis shows that the severity of implicit knowledge sharing impact on a sense of impact is 0.47. This means with one unit of improvement in knowledge sharing, there will be 0.47 unit improvement in a sense of impact. And on the other hand, given the possible values ($p<0.05$) in the model, we can say that this impact is significant. So the third sub- hypothesis of the research was accepted and implicit knowledge sharing has a positive and significant impact on a sense of impact.
- The result of fourth sub- hypothesis shows that the severity of implicit knowledge sharing impact on a sense of meaningfulness is 0.51. This means with one unit of improvement in knowledge sharing, there will be 0.51 unit improvement in a sense of meaningfulness. And on the other hand, given the possible values ($p<0.05$) in the model, we can say that this impact is significant. So the fourth sub- hypothesis of the research was accepted and implicit knowledge sharing has a positive and significant impact on a sense of meaningfulness.

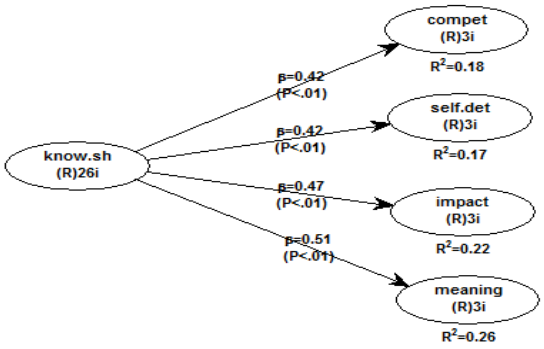

Figure 6: Model of testing the impact of knowledge sharing on the dimensions of psychological empowerment of employees

- The result of fifth sub- hypothesis shows that according to the severity of implicit knowledge sharing impact on each of dimensions of psychological empowerment and also possible value obtained from hypotheses test, the severity of implicit knowledge sharing impact on dimensions of psychological empowerment are different. So this hypothesis was accepted.

rate	path
1	Knowledge sharing- meaningfulness
2	Implicit knowledge sharing-impact
3	Implicit knowledge sharing- self-efficacy
4	Implicit knowledge sharing-autonomy

Table 7: Ranking impact or path coefficient

- The result of the sixth sub-hypothesis test using average test of one society shows that empowering employees is in good condition. Also based on dimensions ,2 dimensions of sense of self-efficacy and sense of job meaningfulness are in good condition but 2 dimensions of sense of autonomy and sense of impact are not in good condition. Therefore this hypothesis that psychological empowering of employees is not in good condition in this company is partly accepted.

Test of population average							
	Test value = 3						
	T	Degrees of freedom	A significant number	The mean difference	95% confidence interval		Status
					The lower limit	The higher limit	
Knowledge sharing	0.659	89	0.512	0.05043	-0.1017	0.2026	Inappropriate
Self-efficacy	12.640	89	0.000	0.94444	0.7960	1.0929	Appropriate
Autonomy	0.648	89	0.519	0.07037	-0.1455	0.2863	Inappropriate
Impact	-1.186	89	0.239	-0.12593	-0.3370	0.0851	Inappropriate
Meaningfulness	12.0444	89	0.000	0.98148	0.8196	1.1434	Appropriate
Psychological Empowerment	6.818	89	0.000	0.46759	0.3313	0.6039	Appropriate

- The results of seventh sub-hypothesis using Friedman test shows that in the opinion of people in the sample, there is a significant difference between the four dimensions of psychological empowerment. Based on averages obtained the current status of these factors are : meaningfulness, self-efficacy, autonomy and impact. Because their averages were :3.14, 3.05, 2.09, 1.72 that the highest average level was for meaningfulness and the lowest average was for impact. Based on these results, we assume there is no significant difference between the dimensions of empowerment in the status quo, and it is negated.

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Conclusions and Recommendations

Nowadays organizations, are not economic and static organizations. They are beyond equipment, organization charts and financial numbers, they are human institutions, organizations that are managed with the supports and ideas of empowered people. Organizations that are trying to obtain and maintain intangible assets. This research also focused on the intangible assets of an organization: implicit knowledge of employees on one hand and their capabilities on the other hand; with the interaction between these two, synergy will be created for the organization in order to achieve its goals sooner and to be pioneer in unstable economic environment and in facing rivals.

Therefore, according to investigations on the role of implicit knowledge sharing on psychological empowerment of employees and consistent with hypothesis testing (based on the possible value and severity of impact), improving implicit knowledge sharing has the greatest impact on a sense of meaningfulness and the least impact on sense of autonomy in employees. Also in reviewing the current situation, using test of one society average, it was determined that from the four dimensions of psychological empowerment, meaningfulness is in the best situation and a sense of impact is in the worst situation. Therefore, if we plot the coordinate axis, one end of which the present situation and consider the other end as impact coefficient, we will have a diagram like figure 8 that determines administrative priorities in order to give strategies and recommendations.

- Implicit knowledge sharing has a high impact on employees belief in impact but unfortunately when investigating current status, we realized that this one after psychological empowerment is not in good situation so in order to improve it , the planning for improving this sense in employees has a priority, because having a sense of impact means having ability and power to make desired changes. This view causes an individual to be accountable about what he does and its consequences. Thus we recommend for improving the current status, incentives (mental and financial rewards) can be used to maximize the performance of employees in order to achieve better results because of competitive nature of human beings. Hence managers can encourage employees to do these things by benefiting reward system for knowledge sharing and using 360 degree feedback strategy causes people not only have a sense of impact but also they can control the results of their own activities.
- According to the views of employees, implicit knowledge sharing has a little effect on enhancing sense of self-reliance in the employees and the fact that this dimension of psychological empowerment is not in good condition. In these circumstances, managers can delegate autonomy, encourage the participation of employees in planning and implicit knowledge sharing through formal and informal meetings make them feel to have autonomy and power of decision making and have no fear of the consequences of what they do and with self-confidence and self-reliance can realize their own weaknesses and strengths and improve them.
- As indicated in researches, implicit knowledge sharing has an impact on creating a sense of self-efficacy in employees and in examining the current status this is in good

condition after psychological empowerment. So it is recommended to maintain and improve the status quo and at the same time, to promote master-student system and to establish work teams by using the experiences of older employees in organization so that younger employees can benefit their knowledge and experiences that they gained through years working in the organization. This leads to a sense of confidence, skill and ability to perform the tasks. Because the more capacity they have to create, transform and transfer more knowledge, they will have more sense of self-efficacy.. These employees will share their own experiences with others and this will help to promote knowledge in organization.

- According to studies, of four dimensions of psychological empowerment, sense of meaningfulness is most influenced by knowledge sharing and in current situation has the best condition; Therefore, while maintaining and improving existing conditions, managers can create an atmosphere of trust and honesty in a collaborative environment and by reducing destructive competition between individuals, have an increase in the informal relationships and interactions. So whenever employees want and have this opportunity to share their knowledge and experience, they will be more empowered and they consider themselves a part of organization and they will realize the importance of their own job and responsibilities.

Suggestions Based on the Current Status of Knowledge Sharing

As mentioned above, improving implicit knowledge sharing between employees of business management department in South Pars Gas Complex, results in improving these employees' empowerment and yet in the status quo, this variable is not in good condition. Therefore, to improve the situation, the following suggestions are offered.

- Establishing a mechanism to document the experiences of employees and making available to all employees
- Creating a team that continuously record the knowledge and experience of employees as its responsibility and provide the results to all employees
- Formal and informal weekly or daily meetings between managers and employees to exchange information and knowledge
- Establishing a system of reward and encouraging employees to share their knowledge
- Promoting a culture of teamwork within the organization and encouraging people to work together
- Forming a team reward system
- Establishing work teams from various departments and enable them to participate in doing tasks
- Creating processes and training programs for new employees with the help of older employees
- Fixing up knowledge exchange channels(formal and informal) in line with providing right knowledge to right people

List of Resources

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