The analysis of the relation of evaluation criteria of employee's performance with implementation of knowledge management of Padide Paydar Company

Soudabe Souri, Nasrin Rezaei, Ghazale Atarian, Reza Hossein Gholamy

Allameh Tabatabai University, Islamic Republic of Iran

ABSTRACT

The present study aimed to study the relation of evaluation criteria with implementation of knowledge management. The relation of 9 evaluation criteria of employees' performance with knowledge management in Padide Paydar Company was investigated. This is an applied design in terms of aim and descriptive-correlation in terms of method. Among 216 people, 30 employees (line and staff) of Padide Paydar of Golrang Company were selected. The sampling was stratified random method. The required data was provided based on researcher-built questionnaire and its validity was supported by content analysis and its reliability was 0.915 and the data were analyzed by single t-test, Pearson correlation and regression coefficient. The results of the study showed that from the view of the employees, considering the performance evaluation criteria of the employees was above average and the knowledge management implementation and its dimensions was average. By the increase of considering the employees evaluation criteria, the implementation of knowledge management is increased and two dimensions of learning and personal development and leadership had more effect on implementation of knowledge management among the performance evaluation criteria of the employees.

© 2013 AENSI Publisher All rights reserved.

INTRODUCTION

In communication and technology era, knowledge is considered as one of the vital resources of the organizations in competition field and it is a factor to achieve the stable competitive advantage. Today, the organizations found that they should give importance to what they know (intellectual capital) more than what they have (materialistic capital). As we know, performance evaluation is one of the important issues of human resources management and it is one of the most important duties of managers and supervisors. As the performance evaluation is one of the important aspects of human resources management, it is related to other elements of this field as job analysis, selection, [1] . In every organization, each person to achieve the predetermined aims need being aware of his position and this awareness causes that he will be informed of the weaknesses and strengths of his behavior and apply the required strategies for more effectiveness of his attempts. The organizations need the identification of their employees to improve the human resources condition and cause positive changes in their organization [2] . Despite more attempts in designing the effective systems of evaluating the performance, the evidences showed that most of the organizations don’t have comprehensive evaluation system and in accordance with the policies, strategies and human resources management plans, namely the evaluation of the performance with knowledge management and designing the knowledge-based performance evaluation criteria, it is required to investigate the relation between two phenomena and the coordination method and identify the interrelated factors that the organization can achieve its goals effectively in the era that is called “knowledge era”. Human resources are the creator and user of knowledge and their performance has an important role in organization success and it is required that by applying correct management of human resources namely in selection of evaluation criteria of employees performance and via coordination between evaluation criteria of performance and knowledge management design the knowledge-based performance evaluation system. The employees (line and staff) of Padide Paydar Company emphasized on the fact that which criteria of performance evaluation during knowledge management process are suitable? The organization should attempt to coordinate the performance evaluation criteria with organizational knowledge management and design organizational knowledge- performance evaluation criteria? [3].

Corresponding Author: Soudabe Souri, Allameh Tabatabai University, Islamic Republic of Iran. E-mail: souri.cn@gmail.com.
The theoretical and conceptual basics:
The evaluation of the performance of the employees:
It is defined as the evaluation process and communicating with the employees to do a job and implement its improving plan [4]. Thus, the performance evaluation not only let the employees know how their performance is, but also affect the attempt and their future direction.

The aims of performance evaluation:
The evaluation of the performance of the employees is done with two major aims of organizational and individual. This process is used to form a good framework for management decision making and second it is used to receive the required feedback for personal improvement of the employees.

Some of the management theorists considered the aim of performance evaluation as judgment applications and development and they are considered as:

a) Judgment applications as:
1- Basis for giving reward, 2- Delegating job based on qualification, 3- Identification of qualified employees, 4- Actualization of latent talents, 5- Evaluation of educational plans

b. The applications of development are including:
1- The group participation of the employees consistent with the individual and organization aims, 2- The rapid work development and job progress. 3- The identification of education and development opportunities, 4- Improving the ways to cope with the performance problems, 5- The agreement between the expectations of the supervisors and employees [5].

The benefits of evaluation of employees’ performance:
In case of fulfilling the aims of evaluation of performance, the following benefits will be considered for the organization and employees:

1- Inclination to work and security among the employees
2- Applying correct control and fundamental criteria for work leading into the awareness of the authorities and determining the quality and quantity of a task that is acceptable for the organization.
3- Preparation for the progress of talented employees
4- Reduction of dissatisfaction and complaints of accidental discriminations
5- More consistency of the intellectual, mental and physical conditions with their jobs via measuring the strengths and weakness.
6- The quality and quantity estimation of human resources to meet the demands of the organization
7- Searching for talent and making the hardworking people interested in working
8- The organized aim of educational programs
9- Determining the validity and modification of employment criteria
10- The awareness of the supervisor or manager of the performance of the subordinate employees and the awareness of the subordinate of the theory of superior position to his performance.
11- Improving organizational communication and creating good human relations
12- Minimizing the tensions, contradiction and problems between the managers and employees [6].

The performance evaluation index:
The indicator being applied to measure the inputs, processes, or outcomes [7].

The individual evaluation indices:
Individual indices for each group of people including worker, employee, expert, chief, supervisor and manager include public indices and private indices and some of them are:

Public indices:
Commitment of organization, being neat at work place, observing the administrative rules, being on time, being polite, social behavior standards, responsibility, creativity and innovation, accuracy.

The private indices:
Supervising affairs, correlation relation with the employers, customers and clients, more attempts to train the subordinates and co-workers, the ability of supervision and organizing the work groups, flexibility and accepting new conditions [8].

Some of the effective factors on performance of the employees of the organizations including talent, knowledge and skill, opportunities, resources and facilities, motivation, aim and plan and positive thinking (Abolalayi, 2010)[9].

Knowledge management:
Knowledge management is describe ad systematic process of discovery, selection, organizing, summary and presenting the information in the method that improves the perception of the employees in a definite field
Knowledge management is considered an important issue and by the inclination of the organization to it and the method of changing the individual and organizational knowing to the individual and group skills is determined. The amount and quality of knowledge management in each organization determines the competitive ability and the success of the organization. Although most of the organizations were inclined to implementation of knowledge management, the experience of most of them was a failure and it showed that in knowledge management process, a set of rules are hidden and we should be committed to them.

The aims of knowledge management:

The knowledge management aimed to management the knowledge capital that the major part of it is hidden in the mind of managers and experts. Briefly, based on the studies, the following aims are considered for knowledge management:

- The production and maintenance of knowledge assets of the organization and developing them.
- Improving the flexibility of business processes of the organization for rapid actions and responding the environmental requirements [11]
- Identification of the resources and solutions of knowledge production of the organization
- Enrichment of explicit knowledge and converting tacit knowledge to explicit knowledge
- Preparation for knowledge sharing and converting it to the important empowerments of the company
- Creating a dynamic system in the organization to identify the existing knowledge
- Encouraging the human resources working in the organization for participation in knowledge management.
- Improving the empowerments of the employees via encouraging to the individual and organizational learning.
- Holding training courses to improve the learning skills of the experts and their familiarity with knowledge management [12].

Knowledge management principles:

Davenport and Prusak (1998) in the book “working knowledge” raised the principles of knowledge management as: 1- Knowledge is being inspired by people thought. 2- Knowledge sharing requires trust, 3- Technology makes new knowledge behaviors possible, 4- Knowledge sharing should be rewarded. 5- Support of managers and resources is necessary, 6- Knowledge has creative nature and encouraging people causes that knowledge is developed by unexpected methods [13]. The experiences showed that the successful organizations involved their various organizations levels in this issue.

The barriers of knowledge management:

The success of knowledge management requires serious determination of the organizations to eliminate the existing barriers. The major barriers of knowledge management are divided into five groups as humanistic factors, organizational factors, cultural factors, political factors, technical and technological factors [14].

Knowledge management process:

It is the process that can be done with knowledge in organization. Indeed, knowledge management life cycle stages refer to the explanation of the key aspects of knowledge management and their interaction. The theorists presented various models and stages in this field [15] defined seven stages or main activities for knowledge management as creation, achievement, identification, accepting, organizing, distribution and applying knowledge and among these factors, general model of knowledge management presented by Newman is the basis of the present study with four main stages: Knowledge creation, knowledge maintenance, knowledge transfer and knowledge application. Yahya and Gah in a study found that performance evaluation should be based on organizational knowledge management and it is necessary as an input to direct the attempts of knowledge management. Most of the researchers emphasized on the role of performance evaluation system in organizational knowledge management and in a study conducted by Qolipur Geluje, the effect of organizational knowledge management on performance evaluation system was investigated. There is no studies on the relation of both of them and the present study dealt with this issue.

Knowledge creation:

This stage is including the activities related to the entrance of new knowledge to the system including development, discovery and knowledge occupancy [16]. Knowledge creation can be due to the high ability of people to recognize the new communication and combining the previous knowledge based on complex inductive inference [17]. Generally, organizational knowledge creation in performance evaluation system causes that the new systems and methods are created in accordance with the organization conditions and this helps the effectiveness of performance evaluation system.
Knowledge maintenance:
All the activities lead into knowledge maintenance when it is entered into the system. The knowledge maintenance activities are including various behaviors as validation to knowledge, updating it and similar cases. This function aimed to collect similar knowledge and combining them [18]. In the organization, the knowledge that is created in knowledge acquiring and can help the better performance of the organization is maintained in the [19].

Knowledge transfer:
Knowledge transfer includes organizational transference and data technology information and knowledge. The organization capacity to transfer knowledge defines sharing the power as the requirement of organization success. The knowledge should be distributed accurately and rapidly in the entire organization or organizational fields. Knowledge is transferred by two forms: a) voluntarily transference of knowledge inside the organization: Knowledge is transferred consciously by many methods. Written methods are individual communication as notes, reports, boards and different kinds of local journal by video, audio and publishing. The national conferences, summary of articles, training lecturer-student and training via international consultants or participation in formal courses of extra opportunities for information exchange are provided. Job transition or human resources transfer can be planned for developing knowledge in other fields of the organization. B. Non-voluntarily transition of knowledge in the organization: The organization accidently transfer knowledge by various methods. The transition of irregular jobs, stories, temporary and informal networks transferred knowledge as non-voluntarily to different fields. The lower the voluntarily transition process, the higher the loss of potential knowledge [20].

Knowledge application:
It is required that organizational knowledge is applied in the products, processes and services of the company. If an organization cannot define the correct form of knowledge, it cannot expect the competitive advantage. When creativity and innovation are expressed as the signs of competitive advantage, the organizations should be rapid in discovery of the true type of knowledge in true form of organization. The knowledge referred to the fact that the ideas and knowledge acquired are applied, if they are useful and they are showed in the organization products and services [21]. In another study in this field by [22], it was found that different kinds of performance evaluation can affect knowledge sharing in the organization.

Review of literature:
Most of the researchers found a positive relation between performance evaluation and successful execution of organizational knowledge management and introduced it as one of the important forms of accepting and success of organizational knowledge [1]. The promotion of knowledge management processes namely knowledge sharing inside the organization depends upon the attitudes and behaviors of employees changes to make them to do it [23]. According to Cabrera E.F., and Cabrera [24] performance and reward evaluation systems can be designed as some tools to encourage such behaviors and knowledge management processes should be evaluated and rewarded and evaluation systems are found based on the results of group and organizational level instead of the results of individual level. He believed that evaluations should focus on development instead of control and this facilitates the knowledge management processes namely knowledge sharing inside the organization. Oldham believed that healthy environmental of the organization causes that the employees is inclined to knowledge sharing. He said that people expect to receive development evaluations sharing their creative ideas more than critical evaluations. Pearson [25] believed that effective knowledge distribution can be achieved via evaluation systems and better methods of true distribution of information for appropriate people at appropriate time.

The effectiveness of organizational knowledge management depends upon performance evaluation system showing the weaknesses and strengths of the organization for efficient and use of organizational knowledge management processes to fulfill the organizational goals and organizational knowledge management is used to improve the performance and they interact for organizational and individual aims [24]. In the past researches, evaluation system of employees performance was considered but the present study considered the performance evaluation criteria. Thus, nothing was mentioned in this field. The present study extracted the evaluation indices of performance from standard questionnaire proposed by Stephen (2005). The list of the indices is shown in the analytic model. The dimensions of knowledge management were provided by general knowledge management of Newman and the indices were presented by standard questionnaire presented by Bukowitz and Wiliams (1999) and the comments of some researches as His (2003) and Qolamzade and Qelich li (2003) and Dr. Abtahi and Kheirandish (2011) were extracted and this list is also shown as following.
### Study questions:
1. How is the consideration to evaluation criteria of Padide Paydar company performance?
2. How much the dimensions of knowledge management are implemented in Padide Paydar company.
3. Is there any significant relation between performance evaluation criteria and knowledge management?
4. Which one of performance evaluation criteria predicts knowledge management better?

<table>
<thead>
<tr>
<th>Concept</th>
<th>Dimension</th>
<th>Indices</th>
<th>Items</th>
<th>Questionnaire questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Evaluation of</td>
<td>Reliability</td>
<td>Being one time</td>
<td>Stephen,2005</td>
<td>1</td>
</tr>
<tr>
<td>employees performance</td>
<td></td>
<td>Not abusing sick leave</td>
<td>Stephen,2005</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not abusing extra work</td>
<td>Stephen,2005</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not to be absent</td>
<td>Stephen,2005</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Attitude</td>
<td>Interest in working</td>
<td>Stephen,2005</td>
<td>6,12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commitment to organization and supporting it</td>
<td>Stephen,2005</td>
<td>6,12</td>
</tr>
<tr>
<td></td>
<td>Work quality</td>
<td>Attitude to other employees</td>
<td>Stephen,2005</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Completion of work</td>
<td>Stephen,2005</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Innovation</td>
<td>Effectiveness</td>
<td>Stephen,2005</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Doing the work at required time</td>
<td>Stephen,2005</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To be correct</td>
<td>Stephen,2005</td>
<td>8</td>
</tr>
<tr>
<td></td>
<td>Judgment</td>
<td>Being informed of what should be done</td>
<td>Stephen,2005</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Starting work without training courses</td>
<td>Stephen,2005</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Follow up work</td>
<td>Stephen,2005</td>
<td>7</td>
</tr>
<tr>
<td></td>
<td>Collaboration</td>
<td>Using common wisdom (collective wisdom)</td>
<td>Stephen,2005</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Taking good decisions under stress</td>
<td>Stephen,2005</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Work quantity</td>
<td>Working with other departments</td>
<td>Stephen,2005</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Working with management (supervisors, managers and chiefs)</td>
<td>Stephen,2005</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Learning and personal</td>
<td>The work being done</td>
<td>Stephen,2005</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>development</td>
<td>Efficient use of time</td>
<td>Stephen,2005</td>
<td>24</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Job knowledge</td>
<td>Stephen,2005</td>
<td>16,20</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Being up-to-date and increasing the knowledge, empowerment and skills</td>
<td>Stephen,2005</td>
<td>22</td>
</tr>
</tbody>
</table>
MATERIALS AND METHODS

The present study was applied in terms of aim and the data collection method was descriptive-correlation. The study population was line and staff employees of Padide Paydar Company as 216 people, 94 staff employees, 122 line employees. The sampling was stratified random method. The sample size was 30. The data collection instrument was library resources and interview with some employees and questionnaire and the questionnaire was consisting of two parts, the first section was dedicated to the evaluation of performance evaluation criteria with 24 items and based on the indices extracted of the standard questionnaire by Stephen, 2005, the second section was dedicated to evaluation of knowledge management including 4 dimensions (knowledge creation, knowledge maintenance, knowledge transfer and knowledge application) and 16 items and they were based on the indices being extracted of the standard questionnaire of Bukowitz and Wiliams (1999) [26]and results of the researches as Hith(2003 )[27]and Qolamzade and Qelichli( 2003) [28] and Dr. Abtahi and Kheirandish (2011)[14]. To determine its validity, face validity was used via the verification of the manager and expert of human resources of the organization and its content validity was achieved via the verification of academic experts. The reliability was determined by Cronbach’s alpha (reliability of the questionnaire of performance evaluation criteria (first section of the questionnaire): 0.915 and for knowledge management (second part of the questionnaire) was 0.840. For data analysis, descriptive statistics (frequency, mean and SD) were used and for inference statistics (single-t reliability test, Pearson correlation coefficient and regression coefficient) were applied.

Results:
Data analysis and hypotheses test:
Results of the first question of the study:

To investigate this question, single-test test was used. The results of the study are shown in Table 1. The results showed that based on T values, reliability (3.89), work quality (3.56), innovation (2.12) and work quantity (2.04), there was a significant difference between the mean of these dimensions and theoretical mean. As the mean of these dimensions is higher than the theoretical mean (3), H0 of the study regarding the lack of difference between two means is rejected and H1 hypothesis regarding the difference between two means is supported. It can be said that from the view of the employees, considering the reliability, work quality,
innovation and work quantity is above average. Based on the T value of attitude (0.953), judgment (1.08), collaboration (1.09), personal learning and development (0.568) and leadership (1.79) there is no significant difference between the mean of the dimensions and theoretical mean (3). Thus, H0 of the study regarding the lack of difference between two means is supported and H1 regarding the difference between two means is rejected. Thus, it can be said that from the view of employees, considering attitude, judgment, collaboration, learning and personal development and leadership are at average level. Finally, based on T values, the criteria of employees performance evaluation (total score)(2.52) had significant study difference between the mean of employees performance evaluation criteria and theoretical mean. The mean of evaluation of employees’ performance (3.29) was higher than theoretical mean (3). Thus, null hypothesis of the study regarding the lack of difference between two means is supported and H1 regarding the difference between two means is rejected. Thus, it can be said that from the view of the employees, considering the criteria of performance evaluation of the employees is above average.

Table 1: Considering the employees performance evaluation criteria in Padidar Padide Company.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number</th>
<th>Mean</th>
<th>SD</th>
<th>T</th>
<th>Degree of freedom</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability</td>
<td>30</td>
<td>3.60</td>
<td>0.844</td>
<td>3.89</td>
<td>29</td>
<td>0.001</td>
</tr>
<tr>
<td>Attitude</td>
<td>30</td>
<td>3.16</td>
<td>0.957</td>
<td>0.953</td>
<td>29</td>
<td>1.346</td>
</tr>
<tr>
<td>Work quality</td>
<td>30</td>
<td>3.53</td>
<td>0.819</td>
<td>3.56</td>
<td>29</td>
<td>0.001</td>
</tr>
<tr>
<td>Innovation</td>
<td>30</td>
<td>3.30</td>
<td>0.772</td>
<td>2.12</td>
<td>29</td>
<td>0.042</td>
</tr>
<tr>
<td>Judgment</td>
<td>30</td>
<td>3.15</td>
<td>0.756</td>
<td>1.08</td>
<td>29</td>
<td>0.286</td>
</tr>
<tr>
<td>Collaboration</td>
<td>30</td>
<td>3.21</td>
<td>1.08</td>
<td>1.09</td>
<td>29</td>
<td>0.281</td>
</tr>
<tr>
<td>Work quantity</td>
<td>30</td>
<td>3.35</td>
<td>0.939</td>
<td>2.04</td>
<td>29</td>
<td>0.050</td>
</tr>
<tr>
<td>Learning and personal development</td>
<td>30</td>
<td>3.10</td>
<td>0.963</td>
<td>0.568</td>
<td>29</td>
<td>0.574</td>
</tr>
<tr>
<td>Leadership</td>
<td>30</td>
<td>3.26</td>
<td>0.797</td>
<td>1.79</td>
<td>29</td>
<td>0.083</td>
</tr>
<tr>
<td>Evaluation criteria of employee performance (Total score)</td>
<td>30</td>
<td>3.29</td>
<td>0.644</td>
<td>2.52</td>
<td>29</td>
<td>0.017</td>
</tr>
</tbody>
</table>

The results of the second study question:

In table 2, the results of single t-test regarding the implementation of knowledge management dimensions are presented. The results of the study showed that based on t value, knowledge creation (1.34), knowledge maintenance (0.612), knowledge application (1.69) and total score of knowledge management (1.57), there is no significant study differences between their mean and theoretical mean (3). Thus, H0 regarding the lack of difference between two means is supported and H1 regarding the difference between two means is rejected and it can be said that from the view of the employees, the knowledge management implementation condition and its dimensions are at average level.

Table 2: The implementation condition of knowledge management dimensions in padide Paydar Company.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Number</th>
<th>Mean</th>
<th>SD</th>
<th>T</th>
<th>Degree of freedom</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge creation</td>
<td>30</td>
<td>3.18</td>
<td>0.762</td>
<td>1.34</td>
<td>29</td>
<td>0.191</td>
</tr>
<tr>
<td>Knowledge maintenance</td>
<td>30</td>
<td>3.18</td>
<td>0.782</td>
<td>1.28</td>
<td>29</td>
<td>0.209</td>
</tr>
<tr>
<td>Knowledge transition</td>
<td>30</td>
<td>3.08</td>
<td>0.715</td>
<td>0.612</td>
<td>29</td>
<td>0.545</td>
</tr>
<tr>
<td>Knowledge application</td>
<td>30</td>
<td>3.24</td>
<td>0.780</td>
<td>1.69</td>
<td>29</td>
<td>0.101</td>
</tr>
<tr>
<td>Knowledge management (total score)</td>
<td>30</td>
<td>3.17</td>
<td>0.599</td>
<td>1.57</td>
<td>29</td>
<td>0.125</td>
</tr>
</tbody>
</table>

The results of the third question of the study:

The results of the third question are shown in Table 3. The results showed that there is a significant and positive relation between the following variables: between reliability and knowledge management (r=0.614), between attitude and knowledge management with (r=0.616), between work quality and knowledge management (r=0.461), between innovation and knowledge management (r=0.556), between judgment and knowledge management (r=454), between collaboration and knowledge management (r=0.510), between work quantity and knowledge management (r=561), between learning and personal development and knowledge management (r=0.776), between leadership and knowledge management (r=0.756). In other words, by the increase of considering reliability, attitude, work quality, innovation, judgment, collaboration, work quantity, learning and personal development and leadership, the implementation of knowledge management is increased. The results showed that there is a positive and significant relation between evaluation criteria of the employees (total score) and knowledge management (r=0.808). In other words, by the increase of considering evaluation criteria of the employees (total score), the knowledge management implementation is increased.
Table 3: Correlation coefficient between the evaluation criteria of employees’ performance and implementation of knowledge management.

<table>
<thead>
<tr>
<th>Evaluation criteria of employee performance</th>
<th>Correlation coefficient</th>
<th>Significance level</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability</td>
<td>0.614**</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Attitude</td>
<td>0.061**</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Work quality</td>
<td>0.010</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Innovation</td>
<td>0.556**</td>
<td>0.010</td>
<td>Supported</td>
</tr>
<tr>
<td>Judgment</td>
<td>0.454**</td>
<td>0.001</td>
<td>Supported</td>
</tr>
<tr>
<td>Collaboration</td>
<td>0.461*</td>
<td>0.012</td>
<td>Supported</td>
</tr>
<tr>
<td>Work quantity</td>
<td>0.561**</td>
<td>0.004</td>
<td>Supported</td>
</tr>
<tr>
<td>Learning and personal development</td>
<td>0.776**</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>Leadership</td>
<td>0.808**</td>
<td>0.000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

*Significance at α=0.05, ** significance at α=0.01

The results of fourth question of the study:

To determine that which of the evaluation criteria of employee performance predicted knowledge management implementation better, step wise multiple regression was used. The results of the study analysis are shown in Tables 4, 5. The statistics in Table 4 showed that among 9 criteria (evaluation of the employee performance) in the model, learning and personal development had the major influence on implementation of knowledge management ($R^2=0.603$). Based on the data of Table 5, significant standardizes regression coefficient of this criterion ($\beta=0.776$) showed its positive effect in knowledge management implementation.

The criterion that is entered besides the learning and personal development in the second step of regression is leadership. $R^2$ of the model in the second step was 0.736 and of which the leadership criterion in determining the dependent variable variance (knowledge management implementation) was 0.133 (The difference of model determination coefficient in the first and second steps). Table 5 showed that standardized regression coefficient of this variable was positive ($\beta=0.455$) at $\alpha=0.000$ as significant. This result showed the positive effect of this criterion in knowledge management implementation. The regression equation with two predictor criteria of learning and personal development and leadership was:

Table 4: The variables entered the regression model in various steps.

<table>
<thead>
<tr>
<th>Model steps</th>
<th>Variables of each step</th>
<th>The coefficient of determination ($R^2$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>First</td>
<td>Learning and personal development</td>
<td>0.603</td>
</tr>
<tr>
<td>Second</td>
<td>Leadership</td>
<td>0.736</td>
</tr>
</tbody>
</table>

Table 5: Step wise regression of the regression coefficients variables.

<table>
<thead>
<tr>
<th>Model</th>
<th>Variable</th>
<th>Non-standardized coefficients</th>
<th>standardized coefficients</th>
<th>t</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>SD</td>
<td>Beta</td>
<td></td>
<td></td>
</tr>
<tr>
<td>First</td>
<td>Constant</td>
<td>1.67</td>
<td>0.240</td>
<td>0.776</td>
<td>6.96</td>
</tr>
<tr>
<td></td>
<td>Learning and personal development</td>
<td>0.483</td>
<td>0.074</td>
<td>5</td>
<td>0.000</td>
</tr>
<tr>
<td>Second</td>
<td>Constant</td>
<td>1.08</td>
<td>0.256</td>
<td>0.504</td>
<td>4.22</td>
</tr>
<tr>
<td></td>
<td>Learning and personal development</td>
<td>0.314</td>
<td>0.077</td>
<td>4.08</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>0.342</td>
<td>0.093</td>
<td>0.455</td>
<td>3.68</td>
</tr>
</tbody>
</table>

Dependent variable: Knowledge management implementation
Knowledge management implementation = 1.08 + (0.314 * learning and personal development) + (leadership * 0.342)

The t-value and its probability (sig) in both models that all are less than 0.05 showed that all the coefficients were significant statistically.

**Discussion and Conclusion:**

According to general model of Newman, knowledge management is consisting of four steps of knowledge creation, knowledge maintenance, knowledge transition and knowledge application. Various studies emphasized on the relation of performance evaluation with knowledge management. According to Stephen (2005), there are 9 evaluation criteria as reliability, attitude, work quality, innovation, judgment, collaboration, work quantity, learning, personal development and leadership.

The present study aimed to analyze the relation between evaluation criteria of the employees’ performance with knowledge management implementation in Padide Paydar company. The results showed that from the view of the employees, reliability, work quality, innovation and work quantity were above average and considering the attitude, judgment, collaboration, learning, personal development and leadership were at good level. Thus, it can be said that considering the reliability, work quality, innovation and work quantity are good. Considering the other variables is not good. Totally, all criteria are not considered well in this organization and the lack of consideration in knowledge management implementation is effective.

The results showed that the implementation of knowledge management dimensions in Padide Paydar company was average. The evaluation of knowledge management condition of the organization is one of the activities in the first development phase of knowledge management and the organization should attempt to consider the current condition, strengths and weaknesses of knowledge management stages (Lee and Kim, 2001; cited in Kazeminejad et al. 2010)[29,30].

The results of correlation test and step wise multiple regression showed that by the increase of considering reliability, attitude, work quality, innovation, judgment, collaboration, work quantity, learning and personal development, the implementation of knowledge management is increased. Finally, the results showed that there is a positively significant relation between evaluation criteria of the employees (total score) and knowledge management (r=0.808). By the increase of considering the evaluation criteria of the employees (total score), the knowledge management implementation is increased. Among performance evaluation criteria, learning and personal development and leadership predicted the implementation of knowledge management better. Indeed, learning and personal development criterion is evaluated by some indicators as job knowledge, timeliness, increasing knowledge, empowerment and skill level and leadership criterion with some indicators as planning, organizing, guidance activities and coordination, control, ability and inclination to accept responsibility, using the employees by efficient method with direct relation with knowledge management implementation and they are effective on implementation.

**Recommendation:**

**Some recommendations to be presented to the organization:**

- Based on the relationship between all criteria of performance evaluation with knowledge management, it is recommended to consider all the criteria in performance evaluation.
- According to the employees, leadership and learning and personal development had the major effect on implementation of knowledge management and these affairs and development of the employees should be considered.
- Based on the importance of IT in implementation of knowledge management, it is recommended to develop the technologies and software and knowledge sharing bases in the organization supporting the knowledge management dimensions.
- Based on the results of the study, the knowledge management implementation condition was average and it is recommended to create at first the culture of implementation of knowledge management in the organization and then as IT is of great importance in implementation of knowledge management, the technologies, software, knowledge sharing bases in the organization supporting the knowledge management dimensions are developed.

**Some recommendations to be presented to the scientific community:**

- Based on the results of the study, it is recommended to consider the performance evaluation criteria and their relation with knowledge management.
- To consider more the effect of performance evaluation on organization success.
- To consider the effect of knowledge management implementation on organization success.
- To consider other criteria for evaluation of the performance of the employees in the organization and we can focus on their relation with knowledge management implementation.
Some recommendations for further study:

- It is recommended to consider other criteria for evaluation of employees’ performance in the organization and we can focus on their relation with knowledge management.
- Obtain various evaluation criteria in the various organizations and evaluate this relation.
- As the relation of performance evaluation criteria with knowledge management is not evaluated, they can study the effect of these two variables.
- More criteria for employees’ performance evaluation can be considered and we can focus on their relation with knowledge management implementation.

ACKNOWLEDGMENT

My gratitude goes to Dr. Fatah Sharifzade who helped me with this study and Also I am thankful of MS Somaye Yusefi who helped me to conduct my study in Padide Paydar company.

REFERENCES