Relationship between the organizational intelligence and empowerment of Faculty of Islamic Azad University, Marvdasht Campus

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Abstract: The objective of this research is to explain the correlation between the organizational intelligence and the empowerment among the faculty members of Islamic Azad university of Marvdasht. The research method is descriptive- correlation. 136 faculty members have been selected from 211 ones in Islamic Azad University of Marvdasht for sampling based on the random stratified method and according to Morgan table. Alberchet's questionnaire (2003) with reliability (0.90) and Short and Rinhat's empowerment questionnaire (1995) with reliability (0.90) have been used in order to collect data. Descriptive and inferential statistics have been applied in order to analyze data and the Pearson correlation coefficient statistical methods and univariate regression have been used at the level of inferential statistics and after analyzing data the results have shown that: There is significant correlation between the organizational intelligence and empowerment and the organizational intelligence can predict the empowerment. Moreover, there is a significant correlation between the aspects of organizational intelligence and the aspects of empowerment.

Key words: Organizational Intelligence, empowerment

INTRODUCTION

Speed of environmental changes and development has created an intense competitive atmosphere. Organizations are forced to achieve a high level of knowledge and information as well as creative and knowledgeable staff with power of making decisions in order to survive in this field. They need the empowered employees, who play an effective role in increasing the productivity of organization by the sense of responsibility, creativity, initiative and self-confidence, sense of organizational belonging, capable of team working with well-functioning. On the other hand, officials and senior managers also should prepare the environment of organization for emergence of employees' empowerment and improving this empowerment to the higher levels. (Taskeri, 2009)

Nowadays, the people, who have high IQ, are successful and effective. Such these people overcome the problems of life by their God-given intelligence and by using the power of mind and knowledge. The situation is the same in the organizational world, especially in the current era and as the time passes the organizations become more complex and their management becomes more difficult according to the progress of science and technology and emergence of new needs and challenges. This concept becomes more important when we accept that a mechanical tool called the organizational intelligence plays the significant role in the process of organizational function as well as the huge and creative recourse of human intelligence (Azizi, 2009).

Tools and technologies such as organizational intelligence help to survive of organization. One of the advantages of organizational intelligence is decision making which is essential at all levels of the organization because decisions affect the cost, productivity and quality and enhance the productivity and empowerment in the organizations. Therefore, the organizational intelligence and specific attention to it are required as an effective criterion in the success of organization and creating a favorable organizational environment for employees' active participation and emergence of creativity and empowerment (Dindarloo, 2011).

Identifying the organizational intelligence enables the organization to detect the need for changes and make it possible to optimize the process and improve its own performance and related subset. It can enhance the employees' commitment to the organization and prepare the appropriate field for raising the employees' potential talent and increasing the productivity and empowerment in the organization (Satarighahfaroghe, 2007).

Nowadays, the empowerment is considered as a useful tool for staff qualitative improvement and increasing the organizational effectiveness. The organizations need the staff knowledge, ideas, energy and creativity, including the first grade staff to high-level managers, in order to succeed in today changing business environment. For achieving this case, the organizations attempt to encourage them by initiative without forcing, valuing the collective interests of organization with minimal supervision and doing the task as the owners of organization. Empowerment enables the employees to have high strength and flexibility in dealing with threats.
Organizational intelligence has been raised as the major and essential strategy for maintaining the competitive advantage of developed organization and industry and as a necessity for achieving the greater efficiency in small organization and industries. Thus nowadays it can be claimed confidently that identifying and using the organizational intelligence can enhance the competitiveness power of an organization and differentiate from other organizations (Alberchet, 2003).

Intelligence seeks to identify the capabilities and weaknesses of organizations by measuring their intelligence status and provide the necessary strategies for improving the organizational intelligence and ultimately improving the performance of organization according to the obtained results (Taheri, 2010).

Another reason for the importance and necessity of organizational intelligence is that by the help of organizational intelligence the organization can create a variety of financial resources, programs, performance, development of vision, definition of missions and designing the appropriate strategies (Monfared, 2009).

Most of the experts believe that the empowerment creates the sense of self-sufficiency in both employees and managers and creates a free space for their work and make an opportunity for them to improve their capabilities and skills and become efficient. Therefore, the empowerment and specific attention to it is absolutely necessary for the success of organization and creating the favorable organizational environment in order to improve the employees’ organizational intelligence. This research can be led to the higher understanding of concept, aspects, and other factors related to the organizational intelligence and empowerment. Moreover, the applied framework and research findings can be useful in resolving most of the issues and problems, and only the organizational intelligence can be as a resolving way in today turbulent and competitive era for achieving the empowerment as a competitive advantage in modern organizations.

Beikzademarzbani & Soori (2009) stated in a study entitled as the "organizational leadership and empowerment of human resources in the strategic model of knowledge management" that a model was developed for creating the learning organization, which was based on the empowerment and development of human resources through the process of knowledge management, and the learning organization are created by the steps for determining the objective of knowledge, education, assessment and organizing, sharing the knowledge and ultimately the empowerment and sustainable development of human resources. This research expresses the role of organization leadership in implementing the model and creating a learning organization including the belief in organizational leadership, staff training and changing their beliefs, employees' empowerment, knowledge development, idea-making and creating the innovation and creativity, and sharing the knowledge and assessment.

Battens (2007) has conducted a research about the "strategies for strengthening the empowerment and entrepreneurship and innovation in today organizations" and has achieved the following findings:

1. Providing a motivational and incentive model in the field of organizational innovation and creativity and entrepreneurship by the organization.
2. The organization should establish an office as the idea-making management for necessary interaction with staff and managers in the organization in order to create new ideas.
3. The top management of organization should pay enough attention to the factors and barriers, affecting the organizational empowerment and entrepreneurship and innovation, in order to solve the issues and challenges of organization. Moreover, the organization should study and analyze the factors affecting the creation of staff innovation, entrepreneurship and empowerment processes in the organization and take action to remove the obstacles and strengthen the effective factors and opportunities in order to create the entrepreneurship, innovation and empowerment in the organization (Shakernasab, 2009).

The following results have been obtained from the research conducted by Satarighahfaroghe (2007) about the correlation between the subsystem of knowledge management in the learning organization and the components of organizational intelligence. The results have indicated that according to the Pearson correlation coefficient there is a positive and significant correlation between the subsystem of knowledge management and the organizational intelligence as well as the subsystem of knowledge management and all components of organizational intelligence. Finally, the findings of stepwise regression for common fate at the level 73.5 have shown that among the components of organizational intelligence, the common fate, application of knowledge and the unity and agreement can predict the subsystems of knowledge management in learning organization significantly.

The study, conducted by Rayra & Ejema (2006) about evaluating the effects of organizational intelligence on investing in the field of information technology and efficiency of organization, it is emphasized on the importance of applying the information systems. In this study, the organizational intelligence as a major factor and 161 small and medium economic, commercial and industrial Japanese enterprises completed the questionnaire and the results showed a significant connection; so that the companies, which have higher organizational intelligence, make larger investments in the field of information technology and have higher
productivity. In this study, the organizational intelligence is defined as the capability to collect, manage and use the information in order to make effective and efficient decisions. In this research, the organizational intelligence model contains the following components:

1. Access to the information of outside the organization: It is related to the amount and degree of organization understanding of the environment which includes the information about the customers, raw material suppliers, technology and competitors.

2. Distribution of knowledge within the organization: to ensure that each part of organization should take what action and knows what to do in an appropriate time.

3. Effective and efficient decision-making structure: It is related to the rate of making proper decisions by using the best knowledge.

4. Organizational Focus: It is related to the need to manage a lot of extra information and overcoming the complexity of strategy, communications and strategic objectives.

5. Continuous innovation: It includes the need for restoring and re-examining the products and services and updating them (Satarighahfaroh, 2007).

Matrurana & Valera (2004) have explained in their article entitled as the "Knowledge management and organizational intelligence" that:

Knowledge is an asset and the intelligence is a specification and these two are inseparable. If the knowledge and intelligence are applied properly, they can create numerous values. The knowledge and intelligence can be improved through the practice and they will be lost by the lack of exercise. In this study, the challenges ahead of the organizational management and intelligence have been expressed as follows.

1 - Communication: Quality and value of knowledge and intelligence depend on the communication. Knowledge and intelligence, which is without the communication, will simply increase the complexity, cost and risk in an organization without a mutual benefit.

2 - Awareness: We should know what we know and what we do not know

3- Job: Knowledge and intelligence are both an integral part of business.

4- Open Space: The current space should be open and the opportunity should be provided for the employees' participation (Azizi, 2007).

Bogler & Somiech (2004) studied "the correlation between the teachers' empowerment and organizational commitment with the professional ethics and the behavior in accordance with the organization". 983 teachers were selected randomly from 52 schools in the northern and central regions of Israel. After the analysis, it was found that the gender make no significant difference in the case of change variables and the correlation coefficient between the organizational commitment and professional ethics is significant and positive equal to 0.68. Moreover, in the multiple regression analysis, the self-effectiveness and professional ethics were significantly correlated with the professional commitment.

Chiahu (2003) studied "the correlation between the empowerment and employees' behavior in the industry" in a research. The sample size was selected 486 of which 313 responded to the questionnaire. In this study, the structure validity by analyzing the factors of test has been used for the validity and the Cronbach's alpha has been used for its reliability. The results of research have shown that the empowerment has a significant effect on the organizational commitment and also on the job satisfaction; so that the more the employees' perception of empowerment is increased, the more the employees' job satisfaction and organizational commitment are increased.

Another research was conducted by Alberchet (2003) in the field of organizational intelligence and investigation it among the Australian managers in September 2003; 28 managers and assistants among 200 ones who participated in a seminar completed the questionnaire of organizational intelligence and the results showed a good level. According to the method of this research, first Carl Alberchet explained seven components of the organizational intelligence for the managers and assistants in the mentioned seminar and then after the discussion and interlocution, each manager determined the level of organizational intelligence in organization by completing the questionnaire. In this study, the highest average related to the annual revision and evaluation discussion and interlocution, each manager determined the level of organizational intelligence in organization by completing the questionnaire. In this study, the highest average related to the annual revision and evaluation discussion and interlocution, each manager determined the level of organizational intelligence in organization by completing the questionnaire. In this study, the highest average related to the annual revision and evaluation discussion and interlocution, each manager determined the level of organizational intelligence in organization by completing the questionnaire. In this study, the highest average related to the annual revision and evaluation discussion and interlocution, each manager determined the level of organizational intelligence in organization by completing the questionnaire. In this study, the highest average related to the annual revision and evaluation
(0.70), efficiency (0.89), independence (0.83), and personal and business validity (0.84), was used and the obtained results about the decision-making have shown that this aspect of empowerment cannot be strengthened well and the teachers are not ready for taking new responsibilities (participation in decision-making) and the managers are not ready for preparing the field for teachers' participation. These tests indicate that these sample teachers have no idea about whether they have had opportunities to participate or not. Therefore, they have concluded that the organizational changes, which are necessary for the teachers' empowerment at schools, should be created and the managers should prepare great opportunities for teachers and for developing their roles and responsibilities in order to reform the schools and develop the updated initiatives and affect the students' degree and quality of learning in Ohio State.

Glin (1996) studied the correlation between the organizational innovation and organizational intelligence; in this study, he refers to the similarities which exist between the organizational and human intelligence. Organizational Intelligence is as the social result of individual intelligence and is related to it. Since the innovation means providing a new idea, the innovation requires the intelligence and the lack of individual and organizational intelligence makes the organization unable to achieve the solution for problems.

Research hypothesis
1 - There is a significant correlation between the organizational intelligence and empowerment.
2 - Organizational intelligence can predict the empowerment.
3 - There is a significant correlation between the aspects of organizational intelligence and aspects of empowerment.

Methodology
This study is a descriptive –correlation research.
Statistical Population, sample and sampling method
Statistical population of this research contains all faculty members of Islamic Azad University of Marvdasht with the number of 211 individuals during the years 2010-11. A simple random sampling has been performed because the samples have been chosen randomly and based on Morgan table, 136 individuals have been selected in this study as the samples.

Research tools:
In this study, two questionnaires have been used in order to collect data:
1 - Organizational Intelligence Assessment Questionnaire
Organizational Intelligence Questionnaire has been designed by Alberchet (2003) in order to determine the rate of organizational intelligence; this questionnaire contains 49 items and is based on five-point Likert scale and 7 components including the strategic vision, common fate, desire for change, spirit, unity and agreement, and application of knowledge. This questionnaire was validated in 2007 by Kohansal and the number of questions was reduced from 49 to 36 questions.

Obtained reliability coefficient has been 0.90 by using Cronbach's alpha method in this study, and the validity of tool has been approved by teachers and experts.
2 – Empowerment Questionnaire
Teachers’ empowerment is measured by using the scale of school members' empowerment which has been designed by Short & Rinehart (1995). This tool consists of 38 items and six aspects including the professional development, self-Efficiency, effectiveness, decision-making, and self-determination. Empowerment questionnaire has been developed based on five-point Likert scale (totally agree, agree, no idea, disagree, completely disagree) which its range is changing from 1- 5.

After collecting the responses related to each subscale and dividing by the number of items of that scale, we calculated the mean for each subscale.

Obtained reliability coefficient has been 0.90 by using the Cronbach's alpha in the present study, and the validity of tool has been approved by teachers and experts.

Statistical method
The mean and standard deviation have been applied from the descriptive statistics, and Pearson correlation coefficient and the univariate regression have been used from the inferential statistical methods.

Research Findings
First hypothesis: There is a significant correlation between the organizational intelligence and empowerment. The Pearson correlation coefficient statistical method has been used in order to investigate this hypothesis.

<table>
<thead>
<tr>
<th>Significant level</th>
<th>Correlation coefficient</th>
<th>Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.0001</td>
<td>0.4</td>
<td>Organizational Intelligence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Empowerment</td>
</tr>
</tbody>
</table>
According to the above table, it can be concluded that the obtained correlation coefficient (0.4) has been significant at the level lower than 0.01 (P<0.01), therefore, there is a direct significant correlation between two variables of organizational intelligence and the empowerment. In other words, by one unit increase in the faculty members’ organizational intelligence, their empowerment is also increased and the above hypothesis is confirmed.

Second hypothesis: Organizational intelligence can predict the empowerment.

The univariate regression has been used in order to investigate this hypothesis, and the correlation of these variables has been investigated in the first hypothesis and then the analysis of variance and coefficient of determination have been used in order to determine the prediction of criterion variable (empowerment) by the predictive variables (organizational intelligence); the results have been presented in the table below.

**Table 2:** Analysis of variance and regression statistical parameters between the empowerment and organizational intelligence

<table>
<thead>
<tr>
<th>Predictive variable</th>
<th>β</th>
<th>T</th>
<th>p&lt;</th>
<th>R²</th>
<th>R</th>
<th>p&lt;</th>
<th>F</th>
<th>DF</th>
<th>p&lt;</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.393</td>
<td>4.6</td>
<td>0.0001</td>
<td>0.15</td>
<td>0.393</td>
<td>0.0001</td>
<td>21.5</td>
<td>1-118</td>
<td>0.0001</td>
</tr>
</tbody>
</table>

As it can be seen, the value of F has been calculated equal to (21.5) at the significant level (0.00001) and because this level is lower than the acceptable level (0.05), thus this value has become significant (P<0.05). Moreover, given the significant level of empowerment variable (which is lower than the level 0.05), it can be concluded that the organizational intelligence can predict the empowerment variable.

Thus, the regression line equation can be written based on beta value as follows.

\[(Y = 0.393 \text{ Organizational intelligence scores})\]

Third hypothesis: There is a significant correlation between the aspects of organizational intelligence and aspects of empowerment. Pearson correlation coefficient statistical method has been used in order to investigate this hypothesis.

**Table 3:** Correlation between the aspects of organizational intelligence and aspects of empowerment

<table>
<thead>
<tr>
<th>Self-determination</th>
<th>Decision-making</th>
<th>Effectiveness</th>
<th>Self-efficiency</th>
<th>Professional development</th>
<th>Base</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.26</td>
<td>0.26</td>
<td>0.32</td>
<td>0.31</td>
<td>0.23</td>
<td>0.25</td>
<td>Strategic vision</td>
</tr>
<tr>
<td>0.34</td>
<td>0.32</td>
<td>0.32</td>
<td>0.24</td>
<td>0.21</td>
<td>0.23</td>
<td>Common fate</td>
</tr>
<tr>
<td>0.21</td>
<td>0.25</td>
<td>0.24</td>
<td>0.15</td>
<td>0.12</td>
<td>0.16</td>
<td>Desire for change</td>
</tr>
<tr>
<td>0.25</td>
<td>0.29</td>
<td>0.29</td>
<td>0.26</td>
<td>0.23</td>
<td>0.22</td>
<td>Spirit</td>
</tr>
<tr>
<td>0.26</td>
<td>0.21</td>
<td>0.21</td>
<td>0.27</td>
<td>0.25</td>
<td>0.23</td>
<td>Unity and agreement</td>
</tr>
<tr>
<td>0.32</td>
<td>0.29</td>
<td>0.28</td>
<td>0.32</td>
<td>0.36</td>
<td>0.26</td>
<td>Application of Knowledge</td>
</tr>
<tr>
<td>0.22</td>
<td>0.28</td>
<td>0.28</td>
<td>0.26</td>
<td>0.24</td>
<td>0.3</td>
<td>Performance pressure</td>
</tr>
</tbody>
</table>

(*p<0.05) (**p<0.01)

According to the above table, it can be found out that the obtained specified correlation coefficient has become significant at the levels lower than (0.01) and (0.05); therefore, there is a significant correlation between these variables.

**Discussion and Conclusion:**

- First hypothesis: There is a significant correlation between the organizational intelligence and the empowerment. Pearson correlation coefficient statistical method has been used in order to investigate this hypothesis and according to Table 1, it can be concluded that there is a significant direct correlation between the organizational intelligence and the empowerment.

Speed of environmental changes and development has created an intense competitive atmosphere. Organizations are forced to achieve a high level of knowledge and information as well as creative and knowledgeable staff with power of making decisions in order to survive in this field. They need the empowered employees, who play an effective role in increasing the productivity of organization by the sense of responsibility, creativity, initiative and self-confidence, sense of organizational belonging, capable of team working with well-functioning. On the other hand, officials and senior managers also should prepare the environment of organization for emergence of employees’ empowerment and improving this empowerment to the higher levels. Furthermore nowadays, the organization should be able to use the employees’ IQ in order to achieve the objective of organization and this objective is only possible by a tool called the organizational intelligence. The organizational intelligence integrates the forces of organization and empowers the employees. Therefore, considering the organizational intelligence as the factor, which can be related to the empowerment, is appropriate and it can be stated that considering the people’s empowerment according to their organizational intelligence is essential and using it is one of the most important advantages of successful and efficient organizations.
Nowadays, it can be stated confidently that the organization, which has the organizational intelligence, can make decision easier in the competitive world and diversity of information; moreover, the more an organization has higher information and knowledge, the more its reaction to the changes is enhanced faster.

Improving the organizational intelligence based on the information and knowledge can be very efficient against the environmental threats. Implementing the organizational intelligence with regard to the Technology - Information - Culture - Structure – and Motivation can be a successful strategy for the empowerment. Organizational intelligence is the ability of an organization to solve the problems- to make the decisions- and plan. The tools and technologies such as the organizational intelligence in the organization help to survive and maintain the organization. One of the most important advantages of organizational intelligence is to make decisions which is essential for all levels of organization and affects the cost, productivity and quality and this will lead to the employees' empowerment.

Significance of this hypothesis is consistent with the research conducted by Chiahu, Beikzademarzbani and Soori.

-Second hypothesis: Organizational intelligence can predict the empowerment.

The univariate regression method has been used, and according to Table 2 and observing the correlation coefficients it can be conclude that the more the people have higher organizational intelligence, the more they have greater empowerment. On the other hand, since the organizational intelligence is the combination of individuals' experience and knowledge in the organization, the more the people have higher intelligence, the more they have higher experience and knowledge and these people can play a significant role in decisions of organization, organizing, planning, innovation, and education and can be more accountable to the changes. The manager of organization should employ these people to make organizational decisions and allow them to express their ideas and have creativity and innovation. Individuals' knowledge and experience along with together and especially in organizational regulations lead to the development of organizational intelligence. Organizational intelligence is a tool and technology which is used in the organization in order to make easier and better decisions for the problems. Organizational intelligence applies all people's experiences individually and when the people are gathered together for solving the problem or for the program or objectives, all people's experiences individually solve the organizational problems and when the knowledge and information are entered into the organization, the decisions and plan are done more regularly and logically and lead to the development and growth, thus all these factors lead to the individuals' empowerment in the organization.

By relying on the experience and knowledge and using the organizational intelligence, the employees take control of business affairs in the organization as well as the status of competition and can have great opportunities for reacting to the rapid changes of market and lead their own organization in the current critical conditions and lead it to its objective. Like other management tools and in the case of senior managers' attention and support, the organizational intelligence can help the organization to achieve the success of organization otherwise it will result in nothing but the consumption of time and cost.

Significance of this hypothesis is consistent with the research conducted by Rayra & Ejema and Satarighahfaroghe.

- Third hypothesis: There is a significant correlation between the aspects of organizational intelligence and aspects of empowerment.

Pearson correlation coefficient has been used in this method, and according to the Table 3 it can be concluded that almost all aspects of organizational intelligence are correlated with the empowerment. Since there are a large number of components of each variable, all components are not interpreted with each other here and nearly an overview of components is explained. To have the strategic vision and specific objective is one of the important components of organizational intelligence. When the people have the specific objective, they have the sense of self-determination, decision making, high professional growth- and respect to each of the important component of empowerment in their work. To have the common fate leads to the sense of being efficient, self-efficacy, and common decision-making in the organization. To have high spirits, desire for change, and knowledge and information in the organization causes that the people to be self-efficient, self-determined and efficient in making decisions and these factors lead to the empowerment. It can be stated that all aspects of organizational intelligence and empowerment have significant correlation with each other and a person can be called as an empowered individual in the organization when he has the components of organizational intelligence and empowerment.

Significance of this hypothesis is consistent with the research conducted by Beikzademarzbani & Soori, Satarighahfaroghe, Bogler & Somiech, Matrurana & Valera, Alberchet, and Klecker & Loadman.

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