Research Article

PREDICTING THE EMPOWERMENT BASED ON THE KNOWLEDGE APPLICATION OF HEADQUARTERS STAFF OF SHAHID BEHESHTI UNIVERSITY OF MEDICAL SCIENCES

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ABSTRACT

This study aims at investigating the relationship between the knowledge application and empowerment in staff employees at Shahid Beheshti University of Medical Sciences. The statistical population consists of all staff employees and 217 subjects are selected as the statistical samples according to Morgan Table. The research has descriptive-correlative method. The data collection tools includes the standard knowledge application questionnaire from the dimensions of organizational intelligence (Albrecht, 2003) with Cronbach's alpha of 0.96, and the standard employee empowerment questionnaire (Spreitzer, 1992) with Cronbach's alpha of 0.85. The multivariate linear regression of statistical method is utilized for data analysis and the results indicate that the knowledge application variable has explained a total of about 66% of variance in staff employee empowerment as the dependent variable at Shahid Beheshti University of Medical Sciences; consequently, there is a significant correlation between the knowledge application and staff employees' empowerment at Shahid Beheshti University of Medical Sciences.
The regression line equation is as follows:
Empowerment = 4.378+ (2.948) Knowledge Application

Keywords: Knowledge Application, Employee Empowerment

INTRODUCTION

Nowadays, the empowerment has been taken into account by researchers and various organizations. It is found that despite the awareness of intellectual capital importance, no steps are taken in this regard so far and there are rare organizations which have made the optimal use of all employees' capabilities. The human resources empowerment is one of the most miraculous aspects of human resource development which leads to the human resources development and finally leads to the organizational development and organizational effectiveness, thus it is considered as a necessity for any organization (Sharifzadeh and Barani, 2008). The studied have indicated that the organizations which have paid attention to employee empowerment, have achieved several advantages which increase the employees, customers and clients' satisfaction, the employees have positive feeling about themselves and their jobs in these organizations, it increases the sense of commitment in staff, facilitates the achievement of organizational goals, reduces the direct supervision of staff performance and reduces the stress, and accidents in the workplace (Salimi and Masoumeh, 2010).

Whetten and Cameron (1998) have concluded that the empowerment means to give power to people; in other words, we help them to strengthen their self-confidence and continue their work with vitality and positive energy. The development management and organizational development thinkers have introduced the human resource empowerment as a strategy affecting the human resources performance and improvement, and believe that the human resources empowerment is one of the new and important attitudes which are now applied by organizations and it is in fact the response to the critical need of contemporary management (Irannejad, 2003). William (2006) believes that the organizational intelligence is a capacity of an organization for knowledge creation and its strategic application in order to coordinate and adapt its surroundings. Most of the executives believe that the knowledge is the most important gift in the organization. They believe the mental and conscious awareness is the major principle in their organization, and it causes the competition in the organization; thus it is sought to take advantage of

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organizational intelligence in order to achieve an appropriate competition (Leibowitz, 1999). These days, the measures leading to the failure or success in an organization are more dependent on the acquired knowledge, future right decisions, judgment, intelligence and common sense of meritocracy and the accuracy of practical information which is existed in organizational structure per minute (Albrecht, 2003). Based on Albrecht's theory of organizational intelligence, the organizational intelligence includes seven dimensions as follows:

1- Strategic perspective
2- Common fate
3- Tendency to change
4- Mood
5- Unity and performing
6- Knowledge application
7- Performance pressure

The Knowledge Application Means:

- The managers' estimation of individual skills, competencies and qualifications;

- Managers' expressing the interest to staff knowledge;

-The influence of ideas and information on the organizational boundaries;

- Supporting the useful information flow by information systems;

-Study of the latest business ideas by managers;

-Existence of programs to improve the service courses;

- Existence of certain cultural processes for information exchange

In an article entitled "The organizational intelligence: A dynamic activity of knowledge application", Crohn Quist argues that the organizational intelligence is the systematic processing of information obtained from internal and external environment in order to increase the ability to predict the future and adapt to environmental changes; and the intelligent work is a prerequisite for innovation. He considers three stages for business intelligence revival in the last fifteen years: First stage: The phase is presented before the Internet and is about finding the information by easy and effective way.

Second stage: Focus on filtering the data and creation of a logical consequence in growing information flow. Third stage: It focuses on the creation of a basis for innovation instead of considering the management information (Mclean, 2006).

Therefore, according to the importance of knowledge application variables as the dimensions of organizational intelligence and the staff empowerment in the organization, this research seeks to respond to the following question: What kind of relationship is there between the knowledge application of organizational intelligence and staff employee empowerment at Shahid Beheshti University of Medical Sciences?

MATERIALS AND METHODS
This study has descriptive correlative type. The statistical population consists of all 500 staff employees at Shahid Beheshti University of Medical Sciences. From this population, the sample size is estimated equal to 217 according to Morgan table. This research has simple random sampling method. The measurement tools in this research include 1- the standard knowledge application questionnaire from the dimensions of organizational intelligence (Albrecht, 2003).
2- Spreitzer's empowerment questionnaire (1992) with five components, 19 items and based on the four-choice Likert scale (Strongly agree=4, agree=3, disagree=2, and strongly disagree= 1).
  - Cronbach's alpha of knowledge application Questionnaire is equal to 0.98; and equal to 0.85 for staff empowerment questionnaire.

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The descriptive and inferential statistics are utilized to analyze data. The tables of frequency distribution and percentage, median, mean, and mode, etc are utilized in descriptive statistics; and the correlation test and linear multivariate regression in inferential statistics.

RESULTS AND DISCUSSION
Results
Sixth sub-question: What kind of relationship is there between the knowledge application and staff employees' empowerment at Shahid Beheshti University of Medical Sciences?

Table 1: Summary of regression results about the relationship between the knowledge application and employee empowerment

Multiple correlation coefficient	Coefficient of determination	Adjusted coefficient of determination	Standard error of approximation
0.815	0.665	0.663	8.037

The results of table indicate that the multiple correlation coefficient is equal to 0.81 and the coefficient of determination equal to 0.66 and the adjusted coefficient of determination equal to 0.66 ($p=0.05$ and $F=426.023$). Therefore, the coefficient of determination indicates that the knowledge application explains a total of about 66% of variance in empowerment as the dependent variable.

Table 2: ANOVA

	Sum of squares	Degree of freedom	Mean square	F	Significance level
Regression	27519.381	1	27519.381	426.023	0.000
Residual	13888.149	215	64.596		
Total	41407.530	216			

According to the f-value of 426.023, the significance level presented in the table is less than 0.05 which confirms the regression model; and the independent variable is able to predict the variance in the dependent variable.

Table 3: Coefficients of variables associated with the regression equation

Independent variable	Non-standardized coefficients		Standardized coefficients	t	Significance level
	B	Standard error	Beta		
Constant value	4.378	2.250		1.946	0.053
Knowledge application	2.948	0.143	0.815	20.640	0.000

As shown in the table, the multiple-correlation between the knowledge application and empowerment indicates that the knowledge application with beta value of 0.81 has the power of explaining the dependent variable; in other words, with one unit standard deviation in the knowledge application, 0.81 of standard deviation is created in empowerment.
Empowerment = 4.378 + (2.948) knowledge application
Discussion
With regard to the first question, what kind of correlation is there between the knowledge application and staff employees' empowerment at Shahid Beheshti University of Medical Sciences?, the results of regression table indicate that the knowledge application explains about 66% of variance in the employees' empowerment. In other words, according to the significance level of P<0.05, the dependent variable is able to predict the variance in independent variable at the confidence level of 95%. The results of this

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research are consistent with the study by Khodadadi *et al.,* (2009) indicating that there is a significant positive correlation between the sub-system of knowledge management and all components of organizational intelligence and total organizational intelligence. The results of regression analysis indicate that among the components of organizational intelligence, the knowledge application is able to significantly predict the sub-system of knowledge management in a learning organization, and it is consistent with the knowledge application component in this research.

Karl (2003) conducted a research entitled "The evaluation of organizational intelligence" on the Australian managers in September 2003. The results indicate that each component of organizational intelligence affects the employees' empowerment and leads to the desired efficient results of organization. According to the research results, the employees' empowerment leads to the increased empathy, common fate, seriousness of work for skillful return, the usefulness of existing tools and rules in the organization for members' success and interaction with each other in order to cope with the environment, facilitated and shared their information, knowledge and insight, additional energy for success and ability to cope with a variety of challenges, and adaption to the changes in the organization; and it is partially consistent with this study.

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