

On the relationship between employees' empowerment with competitive advantage and organizational agility mediated by organizational intelligence (Case study: employees in gas company of Hamadan)

Sobre la relación entre el empoderamiento de los empleados con ventaja competitiva y la agilidad organizativa mediada por la inteligencia organizacional (Caso práctico: empleados en la compañía de gas de Hamadan)

SEIFOLLAHI, Saeed† & SHIRAZIAN, Zahra*

Department of Management, Malayer Branch, Islamic Azad University, Malayer, Iran.

ID 1st Author: *Saeed, Seifollahi*

ID 1st Co-author: *Zahra, Shirazian*

DOI: 10.35429/EJM.2021.27.12.1.10

Received: July 10, 2021; Accepted: December 30, 2021

Abstract

The present study was applied in terms of research objective and descriptive-survey research in terms of data collection method. The statistical population of the study encompassed all employees of the Gas Company of Hamedan(N=400). According to Morgan's Table, the sample size was estimated to be 196. Moreover, simple random sampling method was used in the present study to select the research samples, and questionnaires were used as the research instrument to collect the required data. Content validity methods and confirmatory factor analyses were also adopted to assess the research validity. According to the findings, factor analysis is suitable to detect the structure of the factor model. Cronbach's alpha was used to measure reliability. Structural equation modeling was performed by LISREL software to analyze the data. The findings revealed a positive and significant relationship between empowerment and competitive advantage as well as a positive and significant relationship between empowerment and organizational agility, and a positive and significant relationship between empowerment and organizational intelligence among employees in the Gas Company of Hamadan. Moreover, there was a positive and significant relationship between organizational intelligence and competitive advantage, a positive and significant relationship between organizational intelligence and organizational agility, and a positive and significant relationship between competitive advantage and organizational agility among employees in the Gas Company of Hamadan.

Empowerment, Competitive advantage, Agility, Organizational intelligence

Resumen

El presente estudio se aplicó en términos de investigación objetiva y descriptiva-encuesta investigación en términos de método de recopilación de datos. La población estadística del estudio abarcaba a todos los empleados de la Compañía de Gas de Hamedan(N=400). Según Morgan's Table, el tamaño de la muestra se estimó en 196. Además, en el presente estudio se utilizó un método de muestreo aleatorio simple para seleccionar las muestras de investigación, y se utilizaron cuestionarios como instrumento de investigación para recopilar los datos requeridos. También se adoptaron métodos de validez del contenido y análisis de factores confirmatorios para evaluar la validez de la investigación. Según los hallazgos, el análisis de factores es adecuado para detectar la estructura del modelo de factor. El alfa de Cronbach se utilizó para medir la fiabilidad. El modelado de ecuaciones estructurales fue realizado por el software LISREL para analizar los datos. Los hallazgos revelaron una relación positiva y significativa entre el empoderamiento y la ventaja competitiva, así como una relación positiva y significativa entre el empoderamiento y la agilidad organizacional, y una relación positiva y significativa entre el empoderamiento y la inteligencia organizacional entre los empleados de la Compañía de Gas de Hamadan. Además, hubo una relación positiva y significativa entre la inteligencia organizacional y la ventaja competitiva, una relación positiva y significativa entre la inteligencia organizacional y la agilidad organizativa, y una relación positiva y significativa entre la ventaja competitiva y la agilidad organizativa entre los empleados de la Gas Company of Hamadan.

Empoderamiento, Ventaja competitiva, Agilidad, Inteligencia organizacional

Citation: SEIFOLLAHI, Saeed & SHIRAZIAN, Zahra. On the relationship between employees' empowerment with competitive advantage and organizational agility mediated by organizational intelligence (Case study: employees in gas company of Hamadan). ECORFAN Journal-Mexico. 2021. 12-27:1-10.

* Correspondence author: (SHIRAZIAN, Zahra, E-mail: Zahra.shirazian@gmail.com)

† Researcher contributing first author.

Introduction

The term 'empowerment' was first introduced in the fields of political and social sciences; however, its history in management goes back to industrial democracy and employees' involvement in making organizational decisions in the form of team formation, participatory management, and total quality management. In 1998, Cango and Cango delved into the term 'empowerment', arguing that empowerment should be defined in terms of human resources' motivational processes. Organizations need to rely on their competitive advantage to succeed in today's business world. For this purpose, the organizational agility strategy is a solution allowing the organization to use other organizations' resources, facilities and expertise with no ownership. Nowadays, organizations are tackling with increasing competition caused by technological innovations and chaotic environments as well as changes in customer demands. Accordingly, organizations take different forms to survive and maintain their positions, the most novel of which is agile organizations (Roudsaz et al., 2012). Organizational intelligence is a new concept in organizational and management literature, the thematic background of which dates back to the 1990s. Organizational intelligence is underpinned by the theories of knowledge management and organizational learning; however, organizational intelligence was explicitly introduced by Matsuda (1992) in a paper entitled "Organizational Intelligence: Its significance as a process and product" at an International Conference on Economic in Tokyo (Schafer, 2009).

Review of the Literature and Research Background

Gandz (1990) conceptualized empowerment by delegating decision-making to employees. Lee (2001) considered empowerment as a platform to promote dialogue, critical thinking, and small-group activities. He suggested that the main components of empowerment were allowing activities to move beyond sharing, dividing, and refining experiences, thinking, seeing, and talking. Empowerment refers to delegating responsibility to the lower organizational positions so that their knowledge, skills, experience, and motivation would be used to advance the organizational goals.

Competitive advantage encompasses a set of factors or capabilities constantly making an organization enable to perform better than its competitors (Burgaise, 1995). Competitive advantage refers to a factor or some factors in combination, which makes an organization much more successful than other organizations in a competitive environment. This is, however, the competitors fail to imitate such an advantage simply (Feurer & Chaharbaghi, 2006). In these two definitions and any other definition of competitive advantage, the common point is that an organization must also consider its external position and internal capabilities to achieve a competitive advantage. It is worth noting that the organization should regard internal capabilities and competitive position in the market not separately but mutually as sources to achieve competitive advantage and formulate a marketing strategy (Houly, 2003). Given that competitive advantage arises from the strategic management concepts, competitive advantage is thus the result of a dynamic and continuous process of considering the external and internal position of the organization, out of which capabilities are aroused from resources. The exploitation of such capabilities brings about competitive advantage to the organization (Feurer & Chaharbaghi, 2006).

The term 'agility' was first used in 1991 to describe the capacity required for modern production. Agility refers to an ability to respond quickly and successfully to environmental changes. In this regard, manufacturers, organizations, and other institutions have to look for agility to compete in the 21st century since modern organizations face increasing pressure to detect new ways to compete effectively in a dynamic global market (Khan & Pillania, 2008). Agility promotes the organization's potentials to deliver high quality products and services and thus becomes a prominent factor in terms of the organization's effectiveness. Many organizations turn to approaches such as virtual organization and virtual team to promote organizational agility and be developed globally. In some cases, agility may seem to be an integration of processes, members, and organizational features with advanced technologies (Khan & Pillania, 2008).

Organizational intelligence refers to a learning process containing the development of adaptive behaviors to use organizational perception and memory. Moreover, it refers to organizational potentials to make decisions under normal and unusual conditions.

Research Background

Fe'li and Afrashteh (2017) carried out a case study to examine the effect of information technology on competitive advantage mediated by organizational agility in Tejarat Bank of Ahvaz. The findings revealed that information technology had a positive and significant effect on organizations' competitive advantage and agility and that organizational agility also had a positive and significant effect on competitive advantage.

Shahroudi and Sedaghat (2017) examined the impact of customer relationship management dimensions on competitive advantage mediated by customer loyalty in Rasht Keshavarzi Bank branches and found out that all customer relationship management dimensions had a significant positive effect on customer loyalty. Moreover, the positive effect of customer loyalty on competitive advantage was confirmed.

Bahadori and Habibi (2016) investigated the relationship between organizational agility, organizational self-esteem, and morale with job satisfaction in school principals. They detected a positive and significant relationship between the school principals' morale, organizational self-esteem, and organizational agility with managers' job satisfaction.

Bidokhti, Mohammad Hosseini, and Hosseinpour, (2016) tested the structural model of the relationship between organizational citizenship behaviors and organizational entrepreneurship with organizational agility mediated by organizational commitment. The findings indicated the positive and significant effect of organizational citizenship behaviors and organizational entrepreneurship on organizational commitment and the positive and significant effect of commitment on organizational agility.

Samimi (2016) examined the relationship between knowledge management capabilities and knowledge management cycle with organizational performance. The statistical population of the study encompassed the managers and employees of the Educational Research and Planning Organization.

According to the findings, there was a significant relationship between organizational culture, information technology, and leadership with knowledge management cycle and between knowledge management cycle and organizational performance.

Izadi and Mohseni (2015) conducted a study on techniques to empower the employees of Mazandaran Departments of Education and developed an appropriate model. Their findings indicated a positive and significant relationship between psychological empowerment with access to information, education, reward system, job enrichment, participation and leadership style.

Jajromi et al. (2013) conducted a study entitled "On the relationship between organizational intelligence and creativity among the staff of prisons in Fars Province.". They reported a positive and significant relationship between organizational intelligence and its components with creativity

Xueting et al. (2016) investigated the effect of team empowerment on team performance and noticed that the positive and significant effect of team empowerment on team performance.

Gabriel et al. (2015) researched the relationship between knowledge management structures and organizational agility. The results showed a positive and significant relationship between organizational agility and knowledge management processes.

Sherehiy and Karwowski (2014) studied the relationship between labor organization and labor agility in small-sized manufacturing companies and reported a positive and significant relationship between the development of agility and labor. Furthermore, independence and agility in the workplace are also main factors affecting the success of the workforce.

Nawaz (2012) conducted a case study on the relationship between women's entrepreneurship development and empowerment in Bangladesh. The results of this study showed a correlation between the development of women's entrepreneurship and empowerment.

Iravaigi (2006) conducted a study entitled "The effects of organizational intelligence on investment in information technology and organizational productivity" and confirmed the significant relationship between these variables.

- Operational research model

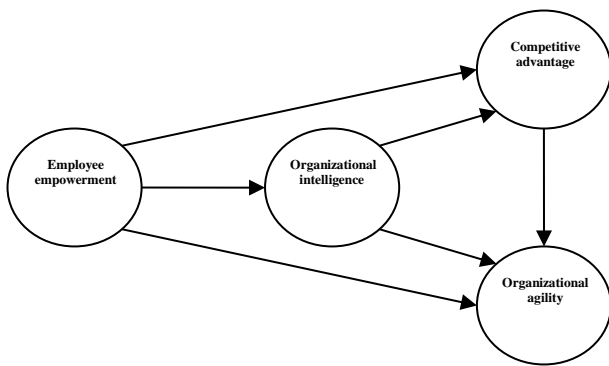


Figure 1 Operational research model

Research Hypotheses

Primary research hypothesis

There is a positive and significant relationship between employee empowerment with competitive advantage and organizational agility mediated by organizational intelligence among employees in the Gas Company of Hamedan.

Secondary research hypothesis

- 1- There is a positive and significant relationship between employee empowerment and the competitive advantage among employees in the Gas Company of Hamedan.
- 2- There is a positive and significant relationship between employee empowerment and organizational agility among employees in the Gas Company of Hamedan.
- 3- There is a positive and significant relationship between employee empowerment and organizational intelligence among employees in the Gas Company of Hamedan.

- 4- There is a positive and significant relationship between organizational intelligence and competitive advantage among employees in the Gas Company of Hamedan.
- 5- There is a positive and significant relationship between organizational intelligence and organizational agility among employees in the Gas Company of Hamedan.
- 6- There is a positive and significant relationship between competitive advantage and organizational agility among employees in the Gas Company of Hamedan.

Research Methodology

The present study was applied in terms of the research objective and a descriptive survey in terms of data collection method. Moreover, in terms of research method and nature of the study, it was a correlational and quantitative because a questionnaire was used to collect data, respectively. The statistical population of the study encompassed all employees of the Gas Company of Hamedan (N=400). According to Morgan's Table, the sample size was estimated to be 196. Moreover, simple random sampling method was used in the present study to select the research samples. In this study, standardized questionnaires were used as the research instrument to collect the required data, which encompassed Spritzer's (1996) Employee Empowerment Scale, Chen's et al. (2010) Competitive Advantage Index, Sharifi and Zhang's (2005) Agility Questionnaire, and Albrecht's (2003) Organizational Intelligence Scale.

Questionnaire validity and reliability

The content validity of the questionnaires was examined using confirmatory factor analysis. For this purpose, KMO index and Bartlett's test were used. According to these two indices, the data are appropriate for factor analysis when the KMO index is > 0.6 and close to one and the significance level of Bartlett's test is < 0.05 . In this regard, the questionnaires were valid.

A questionnaire has reliability if the Cronbach's alpha coefficient is > 0.7 . Accordingly, the reliability of the questionnaires was also confirmed.

Data Analysis

In this study, the Kolmogorov-Smirnov test was run to test the normality assumption of the research data. Since the variables were normal, parametric tests were used to test the aforementioned research hypotheses.

Variables	K-S statistics	Sig.	Results
Empowerment	0.830	0.496	Normal
Competitive advantage	0.620	0.837	Normal
Agility	0.966	0.309	Normal
Organizational intelligence	1.033	0.237	Normal

Table 1 Kolmogorov-Smirnov test results

Testing research hypotheses

The research hypotheses were tested using structural equation modeling technique, which uses the correlations between research variables.

Variable	(1)	(2)	(3)	(4)
(1) Empowerment	1			
(2) Competitive advantage	**0.692	1		
(3) Agility	**0.305	**0.309	1	
(4) Organizational intelligence	**0.914	**0.571	**0.438	1
Sig.	0.000	0.000	0.000	0.000
number of samples	196	196	196	196
Correlation at $p= 0.05$ Significant correlation **				

Table 2 Internal consistency of variables

As shown in Table (2), there is a positive and significant relationship between the research variables.

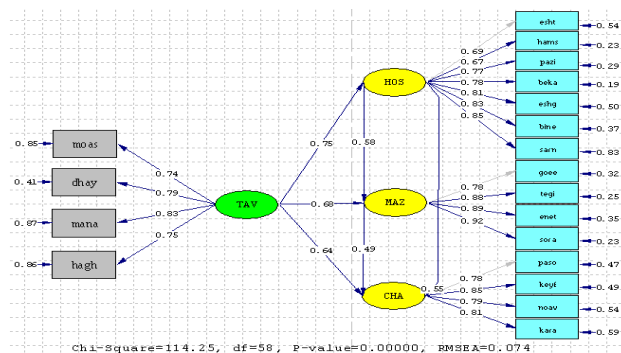


Figure 2 Research model in estimation mode with standard coefficients

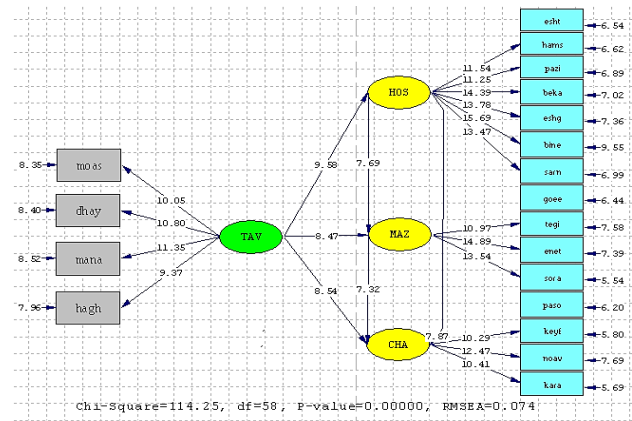


Figure 3 Research model in significance mode (t-values)

According to Table 3, the collected data supported the hypothetical model. According to the results of the calculations of the model, the goodness of fit index of chi-squared test was 114.25 with a degree of freedom of 58 at $P = 0.000$. Given that chi-square is sensitive to increasing sample size and correlations between variables, this index is statistically significant in most cases; therefore, other indicators were used to test the model fit. Other fit features of the model, including root Mean Square Error of Approximation (RMSEA = 0.07), Goodness of Fit Index (GFI = 0.94), Adjusted Goodness of Fit Index (AGFI = 0.90), Normal Fit Index (NFI = 0.97), and Comparative Fit Index (CFI = 0.98), suggested that the model was well-fitted.

Chi-squared	df	x^2/df	RMSEA	GFI	AGFI	NFI	CFI
114.25	58	1.96	0.07	0.94	0.90	0.97	0.98

Table 3 GFI of final model

Model result	Required	Fit
1.96	<3	x^2/df
0.07	< 0.08	RMSEA
0.94	>0.90	GFI
0.90	>0.90	AGFI
0.97	>0.90	NFI
0.98	>0.90	CFI

Table 4 Fit indices of research model

Result	T-value	Path coefficient (β)	To	Path from
Confirmed	8.47	0.68	Competitive advantage	Empowerment
Confirmed	8.54	0.64	Organizational agility	Empowerment
Confirmed	9.58	0.75	Organizational intelligence	Empowerment
Confirmed	7.69	0.58	Competitive advantage	Organizational intelligence
Confirmed	7.87	0.55	Organizational agility	Organizational intelligence
Confirmed	7.32	0.49	Organizational agility	Competitive advantage

Table 5 Results of research hypotheses

Conclusions and Recommendations for Further Research

Regarding the testing result of the first hypothesis, employee empowerment could justify 68% of variation in the competitive advantage of employees in the Gas Company of Hamadan; hence, the first hypothesis was confirmed. In other words, a positive and significant relationship exists between empowerment and the competitive advantage among employees in the Gas Company of Hamadan. This finding was in line with the findings of some other studies (e.g., Fe'li & Afrashteh, 2017; Shahrudi & Sedaghat, 2017; Samimi, 2016; Izadi & Mohseni, 2015; Xueting et al., 2016; Nawaz, 2012). Accordingly, the following suggestions are made:

Gas companies should prioritize employee empowerment in their training and development programs. They should also use formal and informal training to promote cognitive skills and employee empowerment to improve and promote their competitive advantage in turn.

Considering the path coefficient (0.64) estimated for the research second hypothesis, there is a significant relationship between empowerment and organizational agility among the employees in the concerned Gas Company. In this study, the value of t-statistic between employee empowerment and organizational agility is 8.54 (>1.96), suggesting that the relationship between empowerment and organizational agility among the employees in the Gas Company of Hamadan is significant at the confidence level of 95%. The finding supported the findings of other researchers, including Bahadori and Habibi (2016), Bidokhti et al. (2016), Samimi (2016), Izadi and Mohseni (2015), Xueting et al. (2016), and Nawaz (2012). Accordingly, the managers and authorities of the gas companies are recommended to maintain and promote their employees' empowerment by providing the grounds for improving agility in the gas company so that employees will be more satisfied with their jobs.

The third hypothesis testing result (path coefficient=0.75) also indicated a significant relationship between empowerment and organizational intelligence among the employees in the Gas Company of Hamadan.

The finding was in line with those reported by Samimi (2016), Izadi and Mohseni (2015), Jajromi et al. (2013), Xueting et al. (2016), Nawaz (2012), and Iravaigi (2006). It is suggested that this dimension of employees' organizational intelligence, which includes behavioral flexibility to meet the needs of a specific cultural situation, is considered in the organizational environment by establishing and using simulation and playing a role in the real organizational environment.

The analysis results of the fourth research hypothesis confirmed a positive and significant relationship between organizational intelligence and competitive advantage among the employees in the Gas Company of Hamedan. It was noticed that organizational intelligence could explain 58% of variation in the competitive advantage in the employees of the Gas Company of Hamedan. The result of this hypothesis was in a similar vein with those of some other studies (e.g., Jajromi et al., 2013; Xueting et al., 2016; Sherehiy & Karwowski, 2014; Iravaigi, 2006). To develop and expand organizational intelligence, the gas company should achieve this goal by creating its seven basic components, and thereby provide the necessary grounds for moving towards collective intelligence and promoting competitive advantage. The organization's operations should constantly be growing and adapting to changes in the organizational environment by studying the organizational environment.

The fifth hypothesis testing result (path coefficient= 0.55) confirmed a significant relationship between organizational intelligence and organizational agility in the employees of the Gas Company of Hamedan. The research finding confirmed the findings by Bahadori and Habibi (2016), Bidokhti et al. (2015), Jajromi et al. (2013), Gabriel et al. (2015), Sherehiy and Karwowski (2014), and Iravaigi (2006). Necessary mechanisms (e.g., product development teams, comment system, etc.) should be adopted to support innovation in the Gas Company. A reward system should also be adopted in the Gas Company to provide creative suggestions and better solutions in organizational processes.

The analysis results of the sixth hypothesis indicated the significant relationship between competitive advantage and organizational agility in the employees of the Gas Company of Hamedan at the confidence level of 95%. Given that the t-value obtained for the sixth hypothesis ($t=7.32$) is beyond the range of ± 1.96 , the sixth research hypothesis is confirmed. In other words, the competitive advantage can explain 49% of variation in the employees of the Gas Company of Hamedan. This finding was consistent with the findings reported by Fe'li and Afrashteh (2017), Shahrودي and Sedaghat (2017), Gabriel et al. (2015), and Sherehiy and Karwowski (2014). Here are some relevant recommendations:

- Having updated topics on agility, examining the significance of this issue as a management strategy in today's competitive arena, and promoting and raising this issue academically among individuals by holding applied-analytical courses in theory and practice.
- The Bank Mellat branches in Hamedan are recommended to adopt other indicators in addition to the existing marketing indicators to compete in the market, keep their competitive advantage, and promote their agility.
- Future researchers are suggested to carry out studies on the relationship between organizational intelligence and competitive advantage mediated by agility in other private and public organizations and analyze and compare the findings with those of the present study.
- Future researchers are recommended to examine the relationship between empowerment and other organizational variables such as cultural intelligence.

References

Aghazadeh, H., Esfidani, M. R. (2008). Application of information technology in sustainable competitive advantage, *Business Research Quarterly*, 46.

Akgun, A. E., Byrne, J. and Keskin, H. (2007). Organizational intelligence: a structuration view, *Journal of Organizational Change management*, 20(3), 272 – 289.

Albrecht K. (2003). Organizational intelligence & Knowledge management. *Thinking outside the silos. The executive perspective* [Online]. Available from: URL: <http://www.KarlAlbrecht.com>.

Albrecht, K. (2003). Organizational competitive advantage, *Institute of-Management*.

Ambad, N. A.B. (2010). The Relationship between Psychological Empowerment and Organizational Commitment: A Study among Employees in Construction Sector in Kota Kinabala Sabah Malaysia.

Asgari, M. (2009). Competitiveness ranking of small and medium-sized industries in Iran, *Journal of Business Review*, 38.

Baghi, M., Shirvani, A. (2012). *An analysis of the role of organizational intelligence dimensions in increasing the employees' performance in Isfahan Electricity Distribution Company*, SIRD Regional Conference, Tehran.

Bahadori, J., Habibi, R. (2015). On the relationship between organizational agility, organizational self-esteem, and morale with job satisfaction in school principals, *Journal of School Management*, 4 (2), pp. 165-185.

Beygzad, J. (2010). *On the relationship between managers' organizational intelligence and their performance in state organizations in Tabriz*. MA Thesis, Tabriz.

Bidokhti, A. A., Mohammad Hosseini, S. A., Hosseinpour, A. (2016). Testing the structural model of the relationship between organizational citizenship behavior and organizational entrepreneurship with organizational agility mediated by organizational commitment. *Journal of Organizational Education Management*, 5(2), pp. 45-74.

Bottani, E. (2009). On the assessment of enterprise agility: issues from two case studies. *International Journal of Logistics: Research and Applications* 12, 213–230.

Chen, Y.S. Lin. N. J. and Chang, C.H. (2010). The positive effects of relationship learning and absorptive capacity on innovation performance and competitive advantage in industrial markets, *Industrial Marketing Management*, 38 (2), 152–158.

- Cockburn, A., High smith, J. (2001). Agile software development: the people factor, *IEEE Computer* 34 (11) 131–133.
- Danica, Bakotić, Tomislav, Babić. (2013). Relationship between Working Conditions and Job Satisfaction: The Case of Croatian Shipbuilding Company, *International Journal of Business and Social Science*, Vol. 4 No. 2; February 2013.
- Dolat Modeli, M. (2008). Strategies to achieve agility in organizations, *Web Journal*, 72.
- Faghihi, A., Jafari, P. (2009). Evaluating organizational intelligence of the Educational Research and Planning Organization and developing an appropriate conceptual framework, *Quarterly Journal of Education*, 4(100), pp. 27-48.
- Faraj M, Lotfollahzadeh S. (2011). The study of the effective factors of employee's empowerment in organization: *Naja Human Resources Quarterly*; 6: 115-140. (Persian).
- Fathian, M., Gachinpour, M. (2006). Agility solutions in manufacturing organizations, *Tadbir Journal*, 17 (175), Scientific Database of Industrial Management.
- Fe'li, R., Afrashteh, A., (2017). Investigating the impact of information technology on competitive advantage caused by organizational agility (Case Study: Tejarat Bank of Ahwaz), 2nd International Conference on Management and Accounting.
- Feurer Rainer and Chaharbaghi Kazem. (2006). Strategy Development: past, present and future, *Management Decision*.
- Gabriel Cegarra, J, Soto-Acosta, P, Wensley, A. (2015). Structured knowledge processes and firm performance: The role of organizational agility. *Journal of Business Research*, pp.1-6.
- Hooley J.G. Greenley E.G Gadogan W.J. and Fahy J. (2003). *The performance impact of marketing resources*.
- Izadi, S., Mohseni, A., (2015). Techniques to empower the staff of Mazandaran Departments of Education and development of an appropriate model, *Quarterly Journal of New Approach in Educational Management*, 6 (3), 23.
- Jajromizadeh, M., Eskandari, Gh., Ansari Manesh, M. (2013). On the relationship between organizational intelligence and creativity among the staff of prisons in Fars Province, *Second National Conference on Modern Management Sciences*, Golestan Province, Gorgan.
- Kerfoot, karlene, march april. (2003). Organizational intelligence/ organizational stupidity: the leaders challenge. *Nursing economics/ /vol21 no 2*.
- Khan, K.A., Pillania, R.K., (2008). Strategic sourcing for supply chain agility and firms' performance a study of Indian manufacturing sector. *Management Decision* 46, 1508–1530.
- Mehri, A. (2017). Sustainable Competitive Advantage. *Tadbir Journal*, 4(140).
- Mikulak, y. (2001). *organizational intelligence in tribal communities*. Online. <http://www.mikulak.com>, September.
- Mingze Li, Pengcheng Zhang. (2016). stimulating learning by empowering leadership: Can we achieve cross-level creativity simultaneously? *Leadership & Organization Development Journal*, Volume: 37 Issue: 8.
- Mohammadi, H. (22009). Factors affecting human resource empowerment, *Ta'avon Quarterly*, 20, pp. 1-19.
- Nawaz, F. (2012). Nexus between women entrepreneurship development and empowerment: Bangladesh context. *Nepalese Journal of Public policy and Governance*, xxvi (3), 62-75.
- Overby, E., Bharadwaj, A., & Sambamurthy, V. (2006). Enterprise agility and the enabling role of information technology. *European Journal of Information Systems*, 15(2), 120-131.
- Ploy Sud-on. (2011). Impact of Agile Manufacturing on Thailand Automotive Performance and Competitive Advantage; Published in '25th Annual Australia and New Zealand Academy of Management Conference Proceedings'.

- Potas, N., Ercetin, S., & Kocak, S. (2010). Multi-dimensional organizational intelligence measurements for determining the institutional and managerial capacity of girls' technical education institution (Diyarbakir, anliurfa and Konya/Turkey). *African Journal of Business Management*, 4 (8), 1644- 1651.
- Robbins, M. Crino, L. D. Fredendall, (2002), an integrative model of the empowerment process, *Human Resource management*, v. 12 N.1, p.419-443.
- Rostami, R., Mohammadi, A., Nazari, M., Veysmoradi, A., Bahreyni, S. S. (2015). The effect of quality of work life on job performance mediated by citizens' psychological empowerment, *Journal of Urban Management*, 41, pp. 209-322.
- Rudsaz, H., Rezaei Manesh, B., Tavakoli, SH. (2012). The Impact of organizational citizenship behavior on competitive advantage. *Management Studies Quarterly*, 22 (68), pp. 109-134.
- Sadeghpour, M. (2010). *On the relationship between psychological empowerment and quality of work life among employees in Shiraz Justice*, MA Dissertaion, Payam-e-Noor University, Shiraz.
- Samimi, M. (2016). *On the relationship between knowledge management empowerment, knowledge management cycle, and organizational performance*. 2nd International Conference on Management and Humanities.
- Sanaei N. (2011). The effect of family-centered empowerment Model on treatment regime compliance in patients undergoes coronary bypass graft surgery. *Master's Thesis*, Tehran University of Medical Sciences, Tehran, Iran. (Persian).
- Satari Ghaferokhi M, Abzari M. (2007). Relationship Between organizational Intelligence Components and organizational culture in Mobarakeh Folad Company. *Proceedings of the 8th International Conferenceon Quality Management*; 2007 Jul 24-25; Tehran, Iran.
- Schafer, M. (2009). Organizational IQ: characteristics common to smart organizations and applicability to the U.S. military. *MSc thesis*, University of commander, United States Navy, USA.
- Shahroudi, K., Sedaghat, SH. (2017). *The impact of customer relationship management dimensions on competitive advantage mediated by customer loyalty (Case Study: Rasht Keshavarzi Bank Branches)*. 10th International Conference on Economics and Management.
- SharifI. H, Zhang. Z. (2005). A methodology for achieving agility in manufacturing organization, *international journal of production economics*, Vol. 62, pp.7-22.
- Sherehiy. B, Karwowski. W. (2014). The relationship between work organization and workforce agility in small manufacturing enterprises. *International Journal of Industrial Ergonomics*, 44, 466- 473.50.
- Shojaei, M. (2011). Impact dimensions of organizational agility on organizational performance in Gas Company of Isfahan, *Management Master's thesis*, University of Isfahan(in Persian).
- Silber, K. H., & Kearny, L. (2010). Organizational intelligence; a guide to understanding the business of your organization for HR, training, and performance consulting. San Francisco: Pfeiffer.
- Simic, Ivana. (2005). Organizational Learning as A component of organizational intelligence- Article provide by department of management and Informatics: *University of National and World Economy in Its Journal Information and Marketing Aspects of the Economically Development of the Balkan*.
- Sprietzer, G. (1996). Social structural characteristics of psychological Empowerment. *Academy of Management journal*, Vol, 39, pp483-504.
- Uree Cheasakul, Parvathy Varma. (2016). the influence of passion and empowerment on organizational citizenship behavior of teachers mediated by organizational commitment. *Contaduría y Administración*, Volume 61, Issue 3, July–September 2016, Pages 422-440

Xueting Jiang, Hector R. Flores, Ronrapee Leelawong, Charles C. Manz. (2016). The effect of team empowerment on team performance: A cross-cultural perspective on the mediating roles of knowledge sharing and intra-group conflict. *International Journal of Conflict Management*, Volume: 27 Issue: 1.

Yolles, Maurice. (2005). Organizational intelligence. *The journal of workplace learning*. Vol 17, n1/2.