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THE EFFECT OF EMPLOYEES' ORGANIZATIONAL INTELLIGENCE ON THEIR EMPOWERMENT IN THE VILLAGE WATER AND SEWAGE COMPANY OF EAST AZERBAIJAN PROVINCE

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ABSTRACT

The purpose of the present research is to investigate the effect of Employees' Organizational Intelligence on their Empowerment in the village Water and Sewage Company of East Azerbaijan Province, Iran. In this research, the effect of Employees' Organizational Intelligence and its dimension including Strategic Vision, Shear fate, Appetite for Change, Mentality (Heart), Alignment and Congruence, Knowledge deployment and Performance Pressure on their Empowerment has been studied. The statistical population consists of 208 people including the Employees of the organization under study. The sample size is 135 based on Cochran's formula and stratified – random sampling. The data collection instrument is a questionnaire. The validity of the questionnaire is content– based. The reliability of the questionnaire was confirmed by using Cronbach's alpha, which showed 0.929 for the questions on Organizational Intelligence and 0.910 for the questions Empowerment. In order to test the research hypotheses, Pearson's Test and two-variable regression were used. The results indicate that the Employees' Organizational Intelligence and its seven dimensions have an effect on their Empowerment in the organization under study.

Keywords: *Organizational Intelligence, Strategic Vision, Shear fate, Appetite for Change, Mentality (Heart), Alignment and Congruence, Knowledge deployment, Performance Pressure, Empowerment*

INTRODUCTION

Intelligence and its various types are recently considered as an important issue. Intelligence is referred to as the abstract capacity of receiving, comprehending, and manipulation of symbols. Nowadays intelligence is suffixed to several management concepts, which indicates the company and company specialists' transferred view from traditional Intelligence to the modern approaches in the field of intelligence. Organizational intelligence is one of the intelligence types that, enables one to make decisions in the organizational decision making processes. Organizational intelligence is to have a thorough knowledge about all the factors (e.g. clients, competitors, economical situations, and organizational processes) that effectively influence the managers' decision making processes in a company (Abarzi, 2006). Organizational intelligence is a new concept in the management organization in the 21st century. Carl (2002) in his book "The power of minds in work" defined organizational intelligence as the potential ability of a company to activate its mental power then concentrate on company treaties. According to Albrakht's law, which is called group foolishness, the organizations are threatened by themselves as well as their competitions and environment (Nasabi, 2008). Carl Albrakht introduced three factors in order to succeed: intelligent human, intelligent groups, and intelligent organization (Abarzi, 2006). Organizational intelligence is sum of the techniques that enables all the company staff from different levels to analyze the data. Organizational intelligence includes the total information, experience, and understanding organizational problems, also it facilitates getting benefit from organizational experiences (Malekzadeh, 2010). Empowerment is enabling people to improve their self- confidence and overcome their disabilities through internal enthusiasms. Empowerment is encouraging people to have an active role in decision making processes so they can propose and perform

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their ideas. Empowerment means to simply encourage people to perform their roles more actively, so they can improve their activities and make critical decisions independently (Abdollahi *et al.*, 2007).

Literature Review

This part is conducted to explain organizational intelligence, empowerment, and the selection of empirical studies: 1. Organizational intelligence: Glyn believed organizational intelligence is the sum and reflection of all the members' intelligence which is a social process whose theories were designed on the basis of human intelligence theories (Glyn, 1996). Organizational intelligence referred to gaining knowledge through the employment of human-being, computer, etc. Also it contributed to the situational knowledge (both the inside and outside environments) of the company (Vazifehdoost & Colleagues, 2004). Simic defined organizational intelligence as the intellectual ability of the organization to solve the organizational problems. In this definition the focus was on the technical and humanistic abilities in problem-solving processes. Clearly, organizational intelligence included the total information, experience, and knowledge of understanding organizational problems (Simic, 2005). Macmaster (1996) defined organizational intelligence as the capability of a company in collecting information, innovation, producing knowledge, and acting on the basis of the acquired knowledge (Macmaster, 1996).

Reasons to Apply Organizational Intelligence in the Companies

1. Effectiveness of processes in the company, 2. Accelerate information transferring process, 3. Supporting profitable processes and excluding extra taxes, 4. Creating competition and readiness for future events, 5. Realizing strong and weak points, 6. Availability of the appropriate information, 7. Empowering decision making process.

Organizational Intelligence from Different Perspectives

There are two points of views about organizational intelligence (Marsuda, 1988):

1. Organizational intelligence as a process, 2. Organizational intelligence as the consequence of the process. Considering organizational intelligence as a process indicates its complexities that can be caused by reflection, collection, and harmony between humanistic intelligence and technical intelligence. The complexity of organizational intelligence is contributed to the reflective relationship between humanity and technology. The collective nature of organizational intelligence is explained in a hierarchical system which includes individual knowledge, group knowledge, and organizational knowledge. Organizational intelligence as a process includes five main parts: 1. Organizational memory, 2. Organizational knowledge, 3. Organizational learning, 4. Organizational relationship, 5. Organizational conclusions.

Organizational memory includes the capacity of remembering successful and unsuccessful events, situations, and behaviors, then applying them whenever needed. On the other hand, organizational knowledge includes the organizational capacities that enable a company to realize, interpret, and concentrate on its principles. Also, Organizational learning is defined as the capacity of learning on the basis of previously acquired experience that means learning from unusual situations and employing the learned tactics when needed. In addition organizational relationships are created through transferring data, information, and knowledge across the people from inside and outside of the company and the technological factors. And finally, organizational conclusion includes: avoiding making problems and overcoming them. Organizational learning as the consequences of processes and essential directions should be applied appropriately in order to overcome organizational difficulties.

The Urgency of Organizational Intelligence

A manager critically needs to have precise information for making accurate decision and the following factors are effective in strategic decision making: 1. The needed data should be accessible, collectable, and analyzable, 2. Processing, analyzing, and concluding on the basis of knowledge, 3. Applying the achieved results and controlling their outcomes. Companies, with out- of -date management, face different types of problems like: huge amount of data, complex nature of the data achieving processes, disability in controlling the consequences of the decisions. So, in these companies the consequences of the wrong decisions are neither clear nor on time. Thus, such companies do not have a general view about their current or future situation. Organizational intelligence as a crucial factor in the strategic decision of a company and managers through noticing "BI" instruments can observe the company's situation and adjust

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an appropriate policy for future. The other factor, that obliges focusing on organizational intelligence, is the need to the management of knowledge in the companies. The companies need to have intelligent management on their documents. Organizational intelligence provides a better management over the data as the pure and original property. While the companies need to be up-to-date and adjust themselves according to the situations of the patterns, business and all the out-side conditions. Further, the presence of organizational intelligence is necessary to increase the utility of education in the company through continues training of the working staff.

Empowerment

The employees' intelligence is the potential property of the company. Experts of improving company management introduce empowerment as a key factor in the company's working staff. They believe that companies should concentrate on empowering which can be effective in company's change, empowerment and competition. The companies also should be able to guide the employees through fixed aims to enable them acquire needed knowledge skill for solving company's problems and encourage them to work enthusiastically for gaining both individual and organizational profits. Empowerment refers to a process through which the managers let the employees get involved in company programs powerfully. The success of a company is based on the amount of power that a company offers to the employees (Irannezhad, 2006). In Oxford's compact dictionary the word "empower" means giving legal power, giving authority, giving ability, and enabling (Abtahi & Abesi, 2007). In Haim dictionary this word means delegate legal power on this base the word "empowerment" is derived from "empower" which means enabling, giving responsibility to the one or a group of employees and abdicating power. The term "empowerment", for the first time, was defined in 1788 as abdicating authority to one that can be observed in his organizational role. This concept was formally interpreted for the first time as "responding". Empowerment is not dividing a fixed amount of power, rather it is a process that increases the partial power of each person and consequently a new power is established for the company. This power is absolutely based on qualification that can be created through the continuous promotion of efficiency (Abtahi & Abesi, 2007). Empowerment is recognizing individuals' utility in their performance (Sajedi, 2007). Some experts like Block defined empowerment as sharing power across the company employees. Chappy and Kareston believed that empowerment is the re-division of power and control across the employees. According to Shoutz, empowerment refers to the complete share of employees and managers in making decisions. Kay and colleges claimed that empowerment includes preparing employees through increasing their flexibility and freedom to make decisions about their duties.

Empowering Process

Focs (1998) declared that empowering is a kind of process through which an empowering culture can be expanded. In this the employees share all the wishes, aims, deciding boundaries and the outcomes of their attempts in all over the company. In such a culture the employees' competition is created and supported. Blanchard summarized empowering process in three parts: 1. Sharing information that enables the employees to recognize and analyze the situation of their company. It provides a trust among the employees and gradually vanishes, the traditional belief of hierarchy that increases responsibility across them. 2. Self- dependency in all over the company boundaries: the company boundaries are designed through destination (why do you work?), the virtues (what is guiding your work?), imaginations (what is your imaginary future?), aims (what, when, where, how, and why do you do?), roles (who are you?), structure and system of the company (how is your work supported?). 3. Replacement of self-dependence teams instead of hierarchical ones: whenever a group of employees are selected in the production process, they plan, perform, manage everything, and share responsibility fairly since their work begins till it ends. The advantages of self-dependent teams can be summarized in occupational please, change of view, working responsibility, and the creation of better relationship between employees and managers.

The Aims of Empowering

Empowering refers to utilize one's potential abilities to increase his self-confidence and overcome his weaknesses in order to improve the company's function. In other way empowerment is providing the best sources of thought in any field of company's function (Irannezhad, 2002). Instruction of employees for

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learning the needed skills in order to making independent decisions according to the frames of the organizational is the most important aim of empowerment.

The Importance of Empowerment in Current Companies

In the current companies that are defined in terms of complexity, confusion, and quick- and-continuous-change, the employees should be reflective and creative. Basic changes should occur in company's structures and management procedures to involve all the employees in the decision making process. Working teams should be established and more power should be handed to the employees. Then, the companies are more alive and more reflective. Within this regard managers pay more attention to the employees' interests and consider them as parts of their company. Thus, nowadays companies completely realize the important role of human resources and try to involve them in company issues in order to utilize their potential power. The main reason for the admission of empowering human resources in the companies contributed to its influence over increasing efficient activities, decreasing expenses, and focusing on the benefits of the company. Studying about the factors that affect employees' empowerment is highly demanded, because these researches provide accurate studies about human resources. In the one hand, presence of the companies is threatened by the momentary changes, and in the other hand the universal economy is pushed forward by the locally controlled economic pressures. Some of the environmental changes that influence current companies are: new technology in information achieving system, universal consuming cultures, appearance of universal standards, sharing expenses. Incompatibility is another important factor that threatens the existence of several companies. The evolutionary recommendation claims that changing environments need various companies with higher flexibility to change alternatively with the changes that occur in the environments. The organizational compatible recommendation claims that organizational flexible thoughts can be created by flexibility in the structure of companies. Briefly all of these recommendations believe that flexibility of companies in adjusting with environmental changes is an effective factor for the survival of the companies. Companies need flexibility to be able to give an on-time response to the environmental pressures. Currently, empowerment is considered as a factor that can increase companies' performance to provide its surviving. So empowerment should be considered an important issue in the companies. Also it seems that empowerment provides flexibility in the internal changes of the company and it is an urgent element in organic companies (Mazid, 2004).

Empirical Studies

Here is a selection of performed studies: Mendelsonozigler (1999) in a research labeled "Organizational Intelligence: an idea of 21st century to guide managers' survival". He declared that, organizational intelligence effectively influence the financial issues of the company, the higher their organizational intelligence, the higher their benefits. Such companies also control the outer information and trust on the accuracy of the decisions that are made. Spitzer (1992) in his studies in the State University of California performed a research under the title of "Searching how to assess Psychological empowerment". In this research he explained the factors that affect Psychological empowerment and its outcomes. The achieved results revealed that motivational factors are crucially important in creating empowerment. Barat and Bazaei (2009) performed a research, with the title of "Factors that influence organizational intelligence of the education and training organization's employees in Esfahan Province", to detect and assess the factors that influence the employees' organizational intelligence. They studied the following factors in this research: strategic vision, believing shear fate, company's point of view toward changing, the influence of employees' mentality (heart), knowledge deployment, and the influence of the managers' behavior on the employees. The results showed that all the factors affect the employees' organizational intelligence except shear fate (Barat, 2010).

The Theoretical Background of the Study

The present research is based on Carl "Organizational Intelligence" and Espritzer's "Empowerment". According to Albrakht organizational intelligence includes:

1. Strategic vision: It refers to the capacity of the organization for creating, concluding, and declaring the aims of the company. Some of the clues for strategic vision are: strategic speaking in the company,

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investigation of the financial environment, annual strategic investigation, offering a worthwhile suggestion in trading, guidance statement, utilizing the statement of commission, and promoting the coming managers. In brief strategic vision comments: “Realizing where to go?” 2. Shear fate: if all or majority of the company employees, with a common aim, are involved in the activity and they understand their responsibility, they can work in harmony to achieve their goals. Imagining that all are in the same boat creates a powerful unitary feeling of one sole in different bodies. Some of the typical characteristics of this factor are: common plans and results among employees, general realization of trading idea, helping each other, considering one as part of a whole, believe in success, and employees’ permanent relation with the company. 3. Appetite for change: changing is an exciting challenge to have a new business, or it is an opportunity to start a new activity. In such environments the need for recreating business framework as an exciting challenge is fairly understandable. Some of the typical characteristics of this factor are: continuous improvement in processes, supporting innovation, supporting improvement in performances, permission for questioning, managers’ admission of mistakes, and providing a changeable environment. On the whole appetite for change refers to the capacity of facing unexpected future challenges. 4. Mentality (heart): It refers to the energy to be successful. The employees do not logically pay attention to their duties in a company with low mentality. For instance the employees refer to share extraordinarily because they believe that their success is due to the company’s success. Some of the typical characteristics of this factor are: the quality of working life, management’s role in the mentality of employees, being honored for working in the company, employees’ extra attempts, occupational opportunities, managers’ point of views and their responsibility toward the job. 5. Alignment and congruence: generally, it refers to the company’s success through the help of its rules and instruments. Any group without a set of compact rule would force diversity and many other problems. The groups should organize themselves to fulfill the company’s goals. They should share the responsibilities and provide a set of rules that are needed in different situations. Inevitably, there are some limitations in any organizational structure. Some of the typical characteristics of this factor are: an appropriate structure, supporting policy for the responsibilities, facilitating occupational processes, improving informational systems, connecting informational systems, appraising the customers, transferring responsibility to the lower positions in the company, and parallelism in the responsibilities. 6. Knowledge deployment: almost all of the organizational activities are firmly based on: the acquired knowledge, the correct momentary decisions, judgment, and efficiency leadership. Application of knowledge, through a broader view, is related to the creation of a culture that provides the utilization of valuable thought and information. Some of the typical characteristics of this factor are: the culture of sharing knowledge, appreciation of the employees’ knowledge by the managers, avoiding resistance against the new ideas, transferring operational information, studying of the last ideas by the managers, employees’ learning, and the managers’ complete understanding of the skills. On the whole application of knowledge refers to sharing information, knowledge, and wisdom. 7. Performance pressure: in an intelligent company not only the managers should get involved in the performance process (for example: acquiring indefinite strategic subjects and their outcomes), but also any of the executives should have their particular roles. Some of the typical characteristics of this factor are: employees should understand the expectations, managers should have dedicational relationship, managers should solve the employees’ difficulties in performance, weak managers should not be promoted, employees should be aware of their performances’ outcomes, employees should believe that their works are important, and the employees should be promoted on the basis of their efficiencies. Briefly, performance pressure refers to seriousness in performance.

According to Spertizer, empowerment includes five dimensions:

1. Efficiency: It refers to one’s belief about his ability for skillful performance (Key *et al.*, 2005).
2. Self-dependence: Thomas and Walthon defined it as the employees’ freedom in determining the needed activities to perform the occupational duties (Abdollahi & Colleagues, 2006).
3. Effectiveness: It refers to the extent in which one can control the consequences of his own work.
4. Meaningfulness: Applebom and Honger claimed that meaningfulness contributes to the belief that individuals feel their occupational aims are valuable.

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5. Trust: It refers to the trust between managers and employees. The creation of empowerment will be partially supported by understanding that, others’ behavior and information are trustful and they keep their promises. Trusting others let the individuals try without watching and support themselves in order to avoid revealing the hidden policy and procedures. Briefly trustfulness enables the individuals to have safe feeling (Oraei, 2002).

Instruments and Procedures

The present research is an experimental study. Participants of the study are 208 employees in the Village Water and Sewage Company of East Azerbaijan Province. Kocron formula was applied to calculate the population of the study as following:

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left(\frac{z^2 pq}{d^2} - 1 \right)}$$

p=0.5 , d=0.5 , q=0.5, t=0.5

According to this calculation, the population of the study, that was randomly selected, dropped to 136 participants. The data collecting instrument was a questionnaire in which the first part included 49 questions for organizational intelligence, and the second part included 17 questions for empowerment. All of the questions in both parts were in the form of a five-point Lickert-scale. The validity of the questionnaire was based on the content face value, and the reliability of it was confirmed by using Alpha Cronbach’s analysis for the questions on organizational intelligence and empowerment as 0.929 and 0.910, respectively. Within this regard the research questionnaires were highly reliable.

Research Hypotheses

The following hypotheses were formed according to current study:

1. The organizational intelligence of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.
2. The strategic vision dimension of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.
3. The shear fate dimension of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.
4. The appetite for change dimension of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.
5. The mentality (heart) dimension of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.
6. The knowledge deployment dimension of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.
7. The performance pressure deployment dimension of the employees in the Village Water and Sewage Company of East Azerbaijan Province influence their empowerment.

Findings

Descriptive and inferential statistical analysis, were employed in order to analyze the achieved data. Regarding descriptive statistics, first frequency tables for demographic questions, the questions of the questionnaire, and research variables were presented. Then in referential statistics a Pearson analysis and a two- variable Regression analysis were run over the data. Descriptive findings: the achieved results were displayed in the following tables:

Table 2: Descriptive Statistics for the Participants’ Gender and their Marital States

Total	Female		Male			
Percent	Frequency	Percent	Frequency	Percent	Frequency	Gender
100	136	24.3	33	75.7	103	Response quantity
Total		Married			Single	
Percent	Frequency	Percent	Frequency	Percent	Frequency	Marital status
100	136	22.3	27	77.7	109	Response quantity

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Table 3: Descriptive Statistics for the Participants’ Age, Educational Level, Occupational Experience, and their Management Experience

Total	Above 55		46-55		36-45		25-35		Below 25		Age	
Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	
100	136	5.1	7	27.2	37	37.5	51	27.2	37	2.9	4	Response quantity
Total		Ph D		M A		BA		Postgraduate		Diploma		Educational level
Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	
100	136	0	0	12.5	17	58.8	80	20.6	28	8.1	11	Response quantity
Total		Above 20		16-20		11-15		5-10		Below5		Job experience
Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	
100	136	36	49	9.6	13	9.3	42	8.8	12	14.7	20	Response quantity

Table 4: Descriptive Statistics for the Research Variables

	Organizational intelligence	Strategic vision	Shear fate	Appetite for change	Mentality(heart)	alignment and congruence	Knowledge deployment	Performance pressure	Empowerment
Number	136	136	136	136	136	136	136	136	136
Missing	0	0	0	0	0	0	0	0	0
Mean	163.34	23.45	23.27	23.26	23.10	23.62	23.48	22.86	63.43
Median	164	24	23	24	24	24	23	23	62
Mode	250	24	24	26	24	24	23	22	60
Std. deviation	2.355	0.296	0.400	0.363	0.369	0.380	0.359	0.359	0.791
Variance	709.776	11.689	20.939	17.224	17.688	18.915	16.503	17.179	73.597
Minimum	93	15	12	12	12	12	13	14	47
Maximum	219	29	33	30	32	33	31	31	98

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Inferential findings: According to table 5, a K-S test was employed to confirm the normality of the dependent variable (empowerment).

Table 5: Results of K-S Test

Result	Sig.	Kolmogroph-Smirnoph	Number of observations	Variable
H ₁ Rejected	0.761	0.670	136	Empowerment

As table 5 indicated the significant level for managers’ empowerment as the dependent variable was more than 0.05. So, with 95% confidence the null hypothesis was accepted and the results were normally distributed.

In all of the hypotheses a two- variable Regression analysis was conducted in order to identify the effect of the independent variable on the dependent one, as it was displayed in table 6.

Table 6: Regression Model and Coefficient Parameters for Organizational Intelligence and its Dimensions on their Empowerment

Independent variable	Dependent variable	β	t	R ²	sig	Test Result	Mathematical Formula
Organizational intelligence	Empowerment	1.108	3.437	0.116	0.000	H ₀ Rejected	Y=45.612+1.108 X ₁
Strategic vision	Empowerment	0.814	3.722	0.075	0.000	H ₀ Rejected	Y=43.893+0.814 X ₁
Shear fate	Empowerment	0.553	3.437	0.090	0.000	H ₀ Rejected	Y=50.752+0.553 X ₁
Appetite for change	Empowerment	0.698	3.992	0.117	0.000	H ₀ Rejected	Y=49.952+3.992 X ₁
Mentality(heart)	Empowerment	0.665	3.703	0.103	0.000	H ₀ Rejected	Y=47.795+0.665 X ₁
alignment and congruence	Empowerment	0.529	3.123	0.075	0.000	H ₀ Rejected	Y=51.169+0.529 X ₁
Knowledge deployment	Empowerment	0.692	3.862	0.113	0.000	H ₀ Rejected	Y=47.184+0.692 X ₁
Performance pressure	Empowerment	0.681	3.807	0.113	0.000	H ₀ Rejected	Y=47.429+0.681 X ₁

According to the data obtained from table 6, it was noted that the significant level for all the hypotheses equaled to 0.00. So it can be claimed that the above test at the confidence level of 95% was significant and H₀ hypothesis was rejected for all the above items. The differentiation coefficient (R²), which was the proportion of the changes explained by variable X to the total changes, was 0.116, 0.075, 0.090, 0.117, 0.103, 0.075, and 0.113, respectively for the effect of employees’ organizational intelligence and its dimensions on their empowerment. It can be suggested that 23.3% of the changes in employees’ empowerment is determined by the changes in their organizational intelligence and 12.3%, 11.4%, 6.5%, 8.16%, 6.17%, 19.24%, and 31.4% of the changes in the employees’ empowerment are determined by the changes in the dimensions of strategic vision, shear fate, appetite for change, mentality (heart), alignment and congruence, knowledge deployment, and performance pressure, respectively. Also according to the obtained information from table 6, the mathematical relation of the effect of employees’ organizational intelligence and its dimensions on their empowerment, it can be concluded that 1 unit increasing in the independent variable of organizational intelligence causes 1.108 unit of increasing in the empowerment variable. Further, 1 unit increasing in the dimensions of strategic vision, shear fate, appetite for change, mentality (heart), alignment and congruence, knowledge deployment, and performance pressure causes

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0.814, 0.553, 0.698, 0.665, 0.529, 0.692, and 0.68 unit of increasing in the employees' empowerment, orderly.

RESULTS AND DISCUSSION

As it was shown in Table 5, testing any of research hypothesis through Pearson Test revealed that, the significant level was lower than 0.05($p < 0.05$). So, there was a significant relationship between the organizational intelligence and its dimensions (Strategic Vision, Shear fate, Appetite for change, Mentality (Heart), Alignment and Congruence, Knowledge deployment and Performance Pressure) and the empowerment variable. A Regression Test was employed to investigate the effect of the independent variable and its dimensions on the dependent variables. As indicated in Table 6, the changing rate in the empowerment variable was determined according to the amount of change in the organizational intelligence and its dimensions. That is to say +1 unit of change in organizational intelligence, Strategic Vision, Shear fate, Appetite for change, Mentality (Heart), Alignment and Congruence, Knowledge deployment and Performance Pressure caused 0.814, 0.553, 0.698, 0.665, 0.529, 0.692, and 0.68 unit of increasing in the employees' empowerment, orderly. As the results revealed, the employees' organizational intelligence and its dimensions influenced their empowerment in the village Water and Sewage Company of East Azerbaijan Province. Within this regard, it can be concluded that, the higher the employees' organizational intelligence, the higher their empowerment. In other way to increase the employees' empowerment, their organizational intelligence should be supported. In order to increase and support the organizational intelligence of the employees who are working in village Water and Sewage Company of East Azerbaijan Province, the following suggestions are offered:

1. Supporting the Employees' Strategic Vision

On the basis of achieved results, in order to support the employees' strategic vision, that consequently empower them, the following procedures are suggested:

1. The most important problem in strategic vision is the establishment of duty in each company. The companies should organize groups to recognize the opportunities and threats and perform the necessities at the right time.
2. The executives of the companies should annually detect and revise the strategies of the company.
3. Special training periods should be administered to the working staff enabling them to acquire more information in strategic vision.
4. The company should prepare a regular program to detect the expert strategists across the working staff and employ their valuable point of views.

2. Supporting the Employees' Shear Fate

1. It can be suggested that, managers should involve the employees in the plans, important issues, and their outcomes to support the shear fate between managers and employees.
2. It is suggested that judicial managers should create trustfulness, sympathy, friendship, effectiveness, and efficiency across managers and colleges. In such a condition there would be a friendly relationship between employees, and they would express their friendship and love to each other. Thus, the employees willingly perform their duties while honor their occupations and occupational environment.

3. Supporting the Appetite for Change

1. It is suggested that, the company activities should be improved both harmoniously and continuously according to the environmental changes through studying the organizational intelligence.
2. It is suggested that, there should be some supporting programs for the company innovations like: product developing teams, suggesting organizations,...
3. It is suggested that, there should be a supporting organization for creative suggestions and better solutions in the company for organizational processes.

4. Supporting Mentality (Heart)

1. It is suggested that, managers should increase the quality of working in the company by applying different types of plans, for example: re-creative activities, family vacations, administration of appropriate programs for the employees and their families in different national and religious occasions.

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2. It is suggested that, managers should perform their duties with an extra interest and delightfulness to create a pattern in the employees' minds. Then employees will highly attempt to succeed and fulfill the company goals.

5. Supporting Alignment and Congruence

1. Informational organizations should be designed in a way that can align employees in performing their duties and also improve them.

2. Authorization is one of the issues that can increase alignment and congruence between managers and employees. It is suggested that, managers should trust the employees and give authority to them.

6. Supporting Knowledge Deployment

1. Establishing websites is suggested to the companies in order to enable the employees to be aware of the latest changes and researches in their occupations and company.

2. Managers should have complete information about employees' individual skills, proficiencies, and knowledge to use them properly.

7. Supporting Performance Pressure

1. Informing the employees is suggested to the companies in order to make the employees to be aware of their responsibilities and the company expectations. Also the company expectations should be clearly defined to them and there should be a clear and continuous relationship between managers and employees.

2. It can be suggested that employees should be aware of the outcomes of their performances.

3. It can be suggested that there should be a performance-based and a justiciable payment system in the company.

Administration of In-Service Training Periods to Improve Employees' Empowerment

It can be suggested that managers should gain the needed training by university professors and experts in the field of organizational intelligence and its effectiveness in order to increase the empowerment of both the employees and themselves. Some classes should be prepared to the employees during their working to enable them increase their organizational intelligence level. In such classes the procedures that can directly cause increase in empowerment should be taught to them. Managers can use organizational intelligence assessing instruments which are related to any of the effective variables to be aware of organizational intelligence and its relationship with each of the related variables in order to search and perform the necessary actions. Furthermore it is urgently needed that managers should be informed about the dimensions of organizational intelligence to create an empowerment-improving environment.

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