The Role of Employee Empowerment As An Interactive Variable In The Relationship Between The Foundations of Knowledge Management Infrastructure And Its Impact On Psychological Capital: An Exploratory Survey Analysis of the Opinions of A Sample of Faculty Members at Al-Kafeel University in Al-Najaf Al-Ashraf Governorate[1]

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ABSTRACT

The overall objective of this research is to identify the role of employee empowerment as an interactive variable in the relationship between the infrastructure components of knowledge management and their impact on psychological capital. The research adopted a descriptive-inductive approach through the opinions of a sample of faculty members at Al-Kafeel University in Al-Najaf Al-Ashraf Governorate. The research was framed within the conceptual framework of knowledge management foundations as an independent explanatory variable and psychological capital as a responsive variable. Employee empowerment was adopted as an interactive variable in the relationship between empowerment and the creation of knowledge champions. The analysis was conducted using a set of statistical tools that are suitable for the research objective, and the statistical package (Smart PLS) was employed. The research included several conclusions, the most important of which is that organizations that focus on knowledge management need to provide a set of infrastructure prerequisites to establish and enhance knowledge management. As for the key recommendations of the research, they emphasize the necessity of developing and utilizing employee empowerment methods to enhance the infrastructure of knowledge management, which leads to the development of individuals with positive characteristics at Al-Kafeel University. Moreover, it is important to contribute scientifically, whether through research and studies presented by academics or interested parties or through the interest of universities, institutions, and various organizations in this subject.

Keywords: *Infrastructure Components of Knowledge Management; Psychological Capital; Employee Empowerment.*

INTRODUCTION

A society that primarily relies on information as an investment resource, a strategic commodity, a service, and a source of income necessitates effective management to activate and deliver these services properly. Knowledge management encompasses a set of processes that assist organizations in generating, selecting, organizing, utilizing, and disseminating knowledge. It aims to establish relationships among individuals, encouraging their participation in experiences, learning, adaptability, and innovation. Moreover, it supports and facilitates individual and collective

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learning. As it supports and facilitates individual and collective learning, management also plays a crucial role in directing human effort within the organization, regardless of its nature.

Thus, management revolves around the activities carried out by individuals during the stages of the management process. In this context, it is evident that management is a human organization, not a mechanical one. Since management is based on the human element within the organization and the interpersonal relationships that characterize it, and the success of management depends on the efficiency and dedication of individuals in fulfilling their managerial responsibilities, it becomes natural to study the psychological capital of organizational members and the impact of their behavior on various managerial functions. This study requires the expertise of management specialists.

It is also natural to direct attention towards studying and analyzing the environment and the various conditions that surround employees, as they have an impact on the relationships that emerge within and outside the organization. Therefore, there is a focus on systems that motivate employees, instill the principles of democratic management, promote participation, and foster a team spirit. Moreover, a relatively recent addition to these aspects is the concept of empowering employees. This approach serves as a crucial and significant input among the active and effective inputs in driving organizational members to efficiently and effectively achieve the purposes and goals of management.

This research is divided into four main chapters. In the first chapter, we will discuss the research methodology. The theoretical and conceptual framework of the study will be covered in the second chapter, which will also clarify key ideas regarding the research variables. The third chapter will address the practical aspect of the research and highlight the key findings. As for the fourth chapter, it will focus on the main conclusions and recommendations derived from the research.

CHAPTER ONE: RESEARCH METHODOLOGY

The Research Problem

The surrounding environment of organizations has become increasingly complex, posing greater challenges. Therefore, the importance of behavioral factors in the workplace is evident. Human resources are responsible for generating value within the organization, and it is crucial to deal with them in a way that contributes to their continuous and effective contribution to organizational success. Despite the technological advancements in the business environment, we observe that the focus on social, behavioral, and psychological aspects in the workplace has garnered significant attention from researchers and authors due to their tangible impact on business outcomes. Consequently, the traditional leadership approach is inadequate in addressing these challenges faced by organizations, necessitating a discussion on the role of wisdom in organizational leadership to confront these challenges (Nonaka & Takeuchi, 2019).

In Iraqi organizations, there is a realistic problem where employees constantly face work pressures and a lack of autonomy in their tasks. As a result, their skills are not showcased in their assigned work. Moreover, these pressures lead to a lack of interest among employees in their assigned tasks. Consequently, we often witness organizations completing tasks in a poor manner, simply meeting the minimum requirements without considering the quality. This issue can also be attributed to senior management, as they focus solely on accomplishing a higher quantity of work, even if it means compromising on quality. Therefore, it is natural for skilled workers not to emerge in such organizations due to the absence of a supportive environment, a lack of motivation from senior management, and a lack of empowerment for employees.

Therefore, the research problem is highlighted by the following main question: **"What is the impact of employee empowerment as an interactive variable in the relationship between the infrastructure components of knowledge management and its effect on psychological capital?"**

Research Queries:

Based on the research problem mentioned above, the current research aims to address it by posing several questions, as follows:

1.   What is the level of availability of the infrastructure components of knowledge management in the organization under study?
2.   What is the level of availability of psychological capital in the organization under study?
3.   What is the level of availability of employee empowerment in the organization under study?
4.   What is the level of impact of the infrastructure components of knowledge management on psychological capital?
5.   What is the level of interactive influence of employee empowerment in the relationship between the infrastructure components of knowledge management and its effect on psychological capital?

Significance of Research

The research addresses one of the most important contemporary topics for organizations, regardless of their field of activity, which is knowledge management in various work settings. It aims to harness the full potential of individuals' thoughts and efforts to serve the organization. Additionally, it highlights the key features of psychological capital in shaping the focus on the social, behavioral, and psychological aspects of the workplace, as psychological capital contributes to improving work relationships in organizations. This has implications for internal operations, providing guidance for decision-making, and developing future innovative plans for the organization. This is dependent on introducing a crucial factor within the organization, which is employee empowerment. Employee empowerment revolves around granting employees authority and greater freedom in their designated roles, as defined by their job descriptions. On one hand, empowerment entails giving employees autonomy and freedom in their specific job tasks, while on the other hand, it involves providing opportunities for participation and expressing opinions within the context of their work.

Research Objectives

The research aims to achieve the following objectives:

1.   Identify the level of infrastructure components for knowledge management in the researched organization.
2.   Determine the level of availability of psychological capital in the researched organization.
3.   Assess the level of employee empowerment in the researched organization.
4.   Determine the nature of the relationship between the infrastructure components for knowledge management and psychological capital in the researched organization.
5.   Determine the nature of the interactive relationship between employee empowerment and the relationship between infrastructure components for knowledge management and psychological capital in the researched organization.

Research Hypotheses

The research hypotheses are as follows:

1.   There is a significant effect of the infrastructure of knowledge management on psychological capital.
2.   There is a significant interactive effect of employee empowerment on the relationship between the infrastructure of knowledge management and psychological capital.

Research Hypothetical Model

The research hypothetical model includes the following, as illustrated in Figure (1):

1.   **Independent variable:** Infrastructure of knowledge management, **Dimensions** such as organizational culture, organizational structure, information technology structure, shared knowledge, and physical environment.
2.   **Dependent variable:** Psychological capital, **Dimensions** such as self-efficacy, hope, optimism, and resilience.

3. **Interactive variable:** Employee empowerment, **Dimensions** such as information sharing, autonomy and freedom of action, and building self-managed teams.
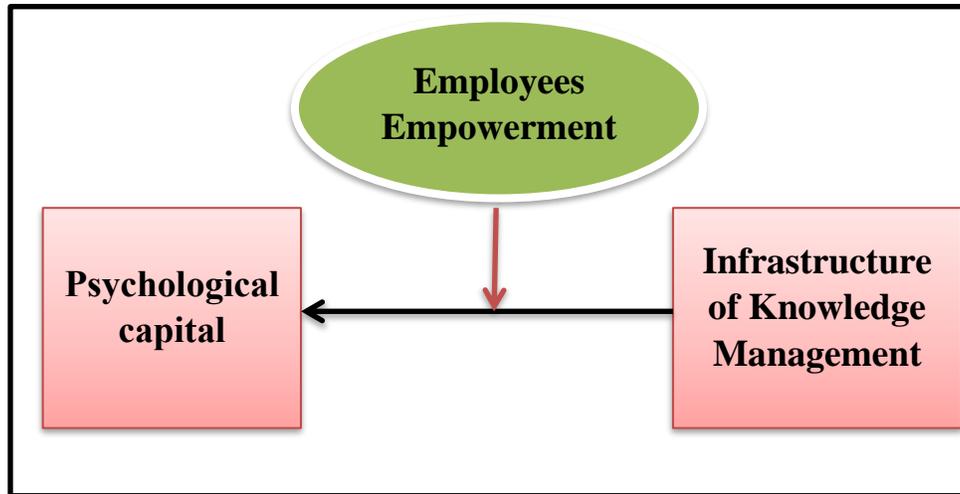
Figure (1): Research Hypothetical Model

> **Research Population and Sample**

This research was conducted based on the opinions of a sample of faculty members at Al-kafeel Private University in Najaf Al-Ashraf Governorate. A random sample was selected from among them and calculated by using the **Richard Geiger Equation**, which is derived from the following equation:

$$n = \frac{\left(\frac{z}{d}\right)^2 \times (0.50)^2}{1 + \frac{1}{N}\left[\left(\frac{z}{d}\right)^2 \times (0.50)^2 - 1\right]} \tag{1}$$

Where:

The Population Size	N
The Standard Critical Value Corresponding To A Significance Level of 0.95 is 1.96	Z
Error Percentage	D

Based on the equation mentioned above, the required sample size was determined to be (n >= 55). Consequently, a random sample was selected, and a total of 60 questionnaires were distributed. Out of those, 57 questionnaires were retrieved, while 3 invalid questionnaires were excluded. The number of valid questionnaires for analysis was 54, resulting in a retrieval rate of 97.1%. Therefore, the sample size of (n = 54) is appropriate for the desired analysis.

Research Scales

The current research adopted the **Five-Point Likert scale** to measure the levels of respondents' responses. The researchers used the scale (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree) to measure the variables of **the infrastructure of knowledge management with its dimensions** (organizational culture, organizational structure, information technology structure, shared knowledge, and physical environment). They also used the scale to measure **psychological capital with its dimensions** (self-efficacy, hope, optimism, resilience), and **the dimensions of employee empowerment** (information sharing, independence, freedom, self-directed teamwork). As explained in the following Table (1).

Table (1): Research Scales

Variable	Dimensions	Item Numbers	Source
Infrastructure of Knowledge Management	Organization Culture	3	(Laudon & Laudon,2012: 165)
	Organization Structure	3	
	Information Technology Structure	3	
	Shared Knowledge	3	
	Physical Environment	3	
Psychological Capital	Self-Efficacy	4	(Luthans, et al, 2007:553)
	Hope	4	
	Optimism	4	
	Resilience	4	
Employees Empowerment	Information Sharing	5	(Blanchard et al 1996)
	Independence And Freedom	5	
	Self-Directed Teamwork	5	

CHAPTER TWO: THEORETICAL ASPECT

The Infrastructure of Knowledge Management

1.   The Concept of Knowledge Management And Its Importance

Knowledge Management (KM) is the process of developing, creating, sharing, and effectively utilizing knowledge and information within an organization (John & JoAnn, 2015). It is a multidisciplinary approach aimed at achieving organizational goals through the optimal use of knowledge. In many large companies, public institutions, non-profit organizations, and resource-rich organizations, dedicated resources are allocated to internal knowledge management efforts, often as part of their business strategy, information technology, or human resources management departments (Rachael et al., 2010:26).

Knowledge management plays a significant role in organizations in problem-solving and making optimal decisions in the organizational field, relying heavily on accessing knowledge. In today's complex environment, it has become essential for healthcare institutions to achieve effective management of both internal and externally generated

knowledge in order to provide the best possible services, achieve operational excellence, and foster innovation. A well-designed and effective knowledge management strategy in the healthcare sector can help organizations achieve these goals. The efforts of knowledge management typically focus on strategic objectives such as improving performance, gaining a competitive advantage, fostering innovation, sharing lessons learned, integration, and continuous improvement (Rachael et al., 2010:26).

Definitions of knowledge management have focused on the processes and mechanisms involved. Al-Zatma (2011:15) stated that knowledge management involves processes for generating, transferring, disseminating, and encoding knowledge. Cabrera (2002:688) defined knowledge management as the processes that attempt to collect the knowledge, skills, and expertise of employees and make them available to everyone through specific mechanisms. Therefore, knowledge management processes involve identifying the mechanisms used to make knowledge available for a specific activity. In this sense, knowledge management processes are organized and structured based on recurring and logical requests for the knowledge needed for a particular task. For example, at each step of product manufacturing, there is a need for specific knowledge. Knowledge management processes encompass four main activities: discovery, acquisition of knowledge, sharing, and application (Fernandez & Sabherwal, 2010:36).

Therefore, knowledge management processes are defined by identifying the mechanisms used to make knowledge available for a specific activity (7:2000 Pellissier &Cambbll). In this sense, knowledge management processes are organized and structured based on recurring and logical requests for the knowledge needed for a particular task. For example, at each step of product manufacturing, there is a need for a specific type of knowledge.

Organizations that are interested in knowledge management need to provide a set of contributions and infrastructure to establish and enhance knowledge management. They contribute to creating a supportive environment that facilitates the availability of knowledge and contributes to the development of the organization's work (Jarradat et al., 2011:146). However, someone may ask, why is it called infrastructure? And if there is infrastructure, what is the superstructure, one wonders?

In this context, it can be said that infrastructure refers to all the things and factors that help in the performance of a task. This very task may serve as the infrastructure for another task, and so on. The concept is not fixed; it is flexible and dynamic. Sometimes it serves as a means, and other times it becomes the goal itself. When it serves as a means, it is considered infrastructure, and when it becomes the goal, it is still in the realm of imagination, and once it is implemented, it becomes infrastructure. Hence, it can be concluded that humans are always the fundamental superstructure, even though they use means of execution. However, the purpose of execution is to bring joy to themselves. Therefore, the mechanisms and technologies of knowledge management rely on the infrastructure of knowledge management, which reflects the long-term foundation of knowledge management.

2.   Dimensions of the Infrastructure Components for Knowledge Management

According to Sabherwal and Fernande (2010:45) and Laudon & Laudon (2012:p165), the organizational context of knowledge management infrastructure includes five main dimensions: organizational culture, organizational structure, information technology structure, shared knowledge, and physical environment.
These components will be discussed as follows:

a.   Organizational Culture
It represents a set of values, attitudes, emotions, and beliefs shared by employees, which then shape the rules of behavior and performance in the organization, and transition the organization from one state to another.

b.   Organizational Structure
Determines the interaction and collaboration between different organizational units. It is necessary to divide these units in a way that provides a conducive environment for enhancing the role of knowledge management.

c.   Information Technology Structure
This includes various devices, equipment, and software that facilitate and support the provision of technological capabilities, which in turn enable the easy and fast transfer of knowledge from one unit to another and contribute to information retrieval processes when needed.

The important dimensions in the information technology infrastructure are **scope, depth, richness, and aggregation**.

d. Shared Knowledge

Refers to the common language and understanding of knowledge used by the organization. It represents the accumulated experience available regarding the knowledge utilized by the organization and the extent of employees' involvement in that knowledge.

e. Physical Environment

This relates to the presence of dedicated spaces for knowledge exchange, facilitating various exchange processes. This refers to how those spaces are designed to be suitable and appropriate.

Table (2) appended summarizes the elements and components of the knowledge management infrastructure

Dimensions of the Infrastructure Components for Knowledge Management	Related Benefits
Organization Culture	Understanding the value of knowledge management practices. Incentives that reward knowledge sharing. Encouraging interaction for the creation and sharing of knowledge.
Organization Structure	Organizational structures (decentralized, matrix structures). Specialized structures and roles (general manager).
Information Technology Structure	Access, depth, richness, and comprehensiveness.
Shared Knowledge	Common language and vocabulary. Shared perception plan. Common standards.
Physical Environment	Purpose-designed spaces to facilitate collaboration. Building design (offices, meeting rooms).

Source: Fernande. I & Sabherwal. R, (2010), " KNOWLEDGE MANAGEMENT SYSTEMS AND PROCESSES " M.E. Sharpe Armonk Inc, New York London, England.

Psychological Capital

1. The Concept of Psychological Capital

In recent times, the theory of psychological capital has gained support as a fundamental construct associated with positive outcomes at both the individual and organizational levels. However, little attention has been given to the development of psychological capital through training interventions. There have been no attempts to determine whether such development of psychological capital has a positive impact on the performance of participants (Luthans et al, 2010:14).

The basic idea of psychological capital is that individuals possess positive attributes that support their performance, which in turn positively affects the quality of their work. In order for individuals to be able to face challenges, develop their work, and excel in it, they should have good mental health (Sabot & Hicks, 2020:2).

Researchers have emphasized the increasing recognition of the positive value of human resource management through the development of positive psychological states in individuals, which positively impacts their overall performance. In other words, the focus on psychological capital, which can be described from the perspective of "who you are" and "what you should be" in terms of positive development, has led to various perspectives on the meaning of positive psychological capital (Mortazavi et al, 2012:206).

According to Luthans et al (2005:253), the concept of positive capital refers to the general positive psychological factor that encompasses achieving positive organizational behavior criteria in particular. It goes beyond human and social capital to achieve a competitive advantage through investment or development ("who you are"). Cerovic and Kvasic (2016:45) define it as a fundamental building block in positive organizational behavior, emphasizing the need for a more positive approach to researching individual and organizational performance. It can be seen as a product of positive organizational behavior that can be measured and developed to improve performance. It represents a qualitative leap with transformative power over performance and human resource management practices.

2.   Significance of Psychological Capital

Psychological capital is the fundamental psychological element that surpasses human capital and social capital. However, this surpassing does not negate the significant contribution of human and social capital. According to Guangyi and Shanshan (2016:4), psychological capital can largely determine the utility of human and social capital.

Al-Shimaa and Mahdi (2016) point out that the potential outcomes of the importance of psychological capital can be measured from two perspectives:

A.   **Organizational Perspective:** Psychological capital contributes to improving work relationships within organizations.

B.   **Individual Perspective:** Psychological capital plays a role in enhancing individuals' self-commitment at work, work initiative, high morale, attendance, job stability, job satisfaction, and positive optimism towards teamwork. These concepts emphasize the need for a positive approach and call for further exploration.

3.   Dimensions of Psychological Capital

The current study adopts the model developed by Luthans et al. (2007:553) as the conceptual foundation for psychological capital. Most studies have relied on dimensions such as self-efficacy, hope, optimism, and resilience. The following dimensions will be addressed:

A.   Self-Efficacy

It reflects an individual's belief in their abilities and skills, regardless of the surrounding environment, and their proactive use of these abilities to achieve specific goals. Today, the workplace is constantly changing, and organizations face multiple challenges arising from continuous change, globalization, new technologies, increased cultural diversity, changes in employee needs and values, and the ongoing demand for competencies. Organizations need to adapt in order to remain competitive, especially in challenging markets following the global financial crisis.

B.   Hope

According to Greuning (2018:16), positivity is reflected in a positive mindset that employees empowerment to persistently pursue goals through planning and seeking alternatives if the previously set plans do not align with the objectives. Positivity is also related to an individual's ability and strategies to effectively and actively achieve their desired goals. Hope gives individuals confidence that positive outcomes are possible, which supports a sense of empowerment and the recognition that they are capable of making a positive contribution to their lives. Individuals with hope strive to achieve their goals even when faced with obstacles and challenges because they have the ability to problem-solve and maintain their focus on their goals, leading to successful goal attainment (Rennick, 2019:13).

C.   Optimism

It refers to employees' approach to interpreting events related to them in terms of their prevalence and permanence. Optimistic individuals tend to interpret negative events as external, temporary, and related to specific circumstances, while they perceive positive events as personal, permanent, and widespread. Furthermore, the mindset of positive thinking provides people with a general expectation of success in their endeavors. It is also noted that there is a tendency to exaggerate the estimation of future positive events and downplay the significance of future negative events. Therefore, individuals with high levels of optimism attribute positive outcomes to themselves, which motivates them to exert additional effort in achieving their desired goals. Consequently, this leads to higher levels of performance (Avey, et al., 2011:130).

D.   Resilience

Resilience involves transitioning from negative aspects during setbacks to positive aspects and recovering from problems in all areas of life. It emphasizes an individual's ability to bounce back, reconnect, rebound, adapt, or even thrive after adversity, change, or challenges. It is the positive response that enables an individual to return to their natural state after experiencing difficult situations and significant challenges. Therefore, in a business environment, employees should be able to recover from difficult and unfavorable situations. Resilient individuals who are committed to accepting their reality have a deep belief that life has meaning, and they possess the ability to adapt to change (Youssef & Luthans, 2007:249).

Employees Empowerment

1.   Empowerment

Before discussing the definition of the term empowerment, it is important to acknowledge that there are different opinions about the definition. However, in most cases, empowerment revolves around giving employees greater authority and freedom within their specific job roles as described by the job description. On one hand, empowerment means granting the freedom to participate and express opinions on matters related to the job, even beyond the scope of the job itself.

Employee empowerment has become an important topic in public administration in recent years. There is a general encouragement to grant employees sufficient freedom in defining their work and authority so that they can fully apply their capabilities toward the overall goals of the company.

In recent times (Kahreh, 2011:28), there has been a proliferation of employee empowerment practices in both the public and private sectors. A growing body of evidence suggests that employee empowerment can be used to enhance job satisfaction, organizational commitment, innovation, and performance. Almost all previous empirical studies have analyzed the direct effects of employee empowerment by providing technical resources, enhancing independence, self-responsibility, and focusing on the organization's workforce, empowering them with power, information, rewards, knowledge, and protecting them in cases of unexpected and emergency behavior during customer service interactions. It focuses on employees who deal with and interact with customers (Fernandez & Moldogaziev, 2013:490).

Murrell and Meredith (2000:110) defined employee empowerment as the process of enabling an individual to take on greater responsibilities through training, trust, and emotional support. Ginnodo (1997:33) defined empowerment as when both managers and employees solve problems that were traditionally confined to higher levels in the organization. Based on the previous definitions, we can define employee empowerment as the process through which employees are granted the necessary power to make decisions, self-confidence, and conviction in their cognitive abilities that assist them in the decision-making process, enabling them to provide suggestions that will impact their personal success and consequently the success of the organizations they work for.

2.   Employees Empowerment

The concept of employee empowerment is not fundamentally different from other modern management concepts. Literature offers various definitions, with some considering it as a managerial tool, others viewing it from a philosophical perspective, and others regarding it as a cultural practice that encourages individuals to take personal responsibility for improving their work methods.

Some of the important definitions of employee empowerment include:

A. Empowerment is defined as the process of acquiring the necessary power to make decisions and contribute to the development of plans, particularly those affecting the individual's job, and utilizing the existing expertise of individuals to enhance organizational performance.

B. The same scholar defines employee empowerment as granting trust, freedom, and resources to employees to act according to their personal judgments.

C. Empowerment does not mean giving power to employees; it means providing them with the opportunity to contribute their best experiences, leading to excellence and innovation in their work.

D. Empowerment involves granting employees authority and responsibility and giving them the freedom to perform their work in their way without direct interference from management. This includes providing all necessary resources and a suitable work environment to professionally and behaviorally prepare them for their work, with absolute trust in their abilities. It also involves empowering employees with the power and ability to make decisions, respond to customers, and proactively solve problems directly without relying on top management (Michigan & Czuba, 2004: 3-4).

- **The Importance Of Empowerment**

The importance of employee empowerment is significant in the labor market because it addresses a common issue. It allows managers to utilize the knowledge, skills, and experiences of all employees in the company. Empowerment also contributes to removing conditions that generate feelings of weakness and enhances employees' self-efficacy. It is considered a fundamental principle for companies that base their competitive advantage on creativity.

Employee empowerment has gained increasing attention from researchers in the field of human resource management. They have emphasized in their research and studies that empowering employees leads to improved quality, job satisfaction, organizational commitment, and organizational effectiveness (Ongori & Shunda, 2008: 84).

3. The Dimensions of Employees Empowerment

The dimensions of employee empowerment are highlighted by Blanchard et al. (1996). They identify three main dimensions: **Information Sharing**, **Independence And Freedom Of Action**, **and Building Self-Managing Teams**. These components will be discussed as follows:

A. Information Sharing

Information sharing is one of the key dimensions of employee empowerment. According to Al-Saadi (2011:173) and Blanchard et al. (1996), the main entry point for implementing empowerment relies on the availability of information about how the organization operates, which should be accessible to all individuals within the organization. The first step in building an empowered organization lies in providing information about the organization's goals, strategies, budget, resources, production capacity, market share, stock markets, productivity, waste, and customer loss costs. This dimension includes the following sub-dimensions:

- Building trust: Whether it is trust between management and employees or trust of employees in management, it is fostered through the bridge of shared information between management and employees, and management's commitment to providing employees with the latest information. This forms the primary basis for organizational trust.

- Promoting responsibility: Information sharing places individuals in positions of real responsibility that they need to take on.

- Communication channels: There must be effective channels for transmitting information that facilitate its accessibility at the appropriate time and place. Having available information that cannot be utilized when needed is futile.

B. Independence And Freedom Of Action

Independence refers to the elimination of supervisors' roles in work processes and granting employees extensive decision-making powers, such as restructuring. Freedom of action is crucial in empowering employees because it

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involves giving employees the capacity to exercise discretion in the activities related to their tasks (Al-Saadi, 2011:188). This dimension includes the following sub-dimensions:

- Clarity of vision: All employees should have a clear understanding of the organization's mission, goals, and strategies.
- Guiding frameworks: This entails ensuring that actions are aligned with the organization's vision, strategy, and goals.
- Control systems: This involves designing appropriate control systems to promote employees' self-control and may include modern control mechanisms, interactive control, and belief-control systems.

C. Building Self-Managing Teams

When an organization decides to empower its employees, it commits to building self-managed teams within its structures, which requires a re-evaluation of job designs and roles. Undoubtedly, information sharing, employee independence, setting boundaries, and the influence of guiding frameworks will require mechanisms to manage human interactions within the organization. This is achieved through self-managed teams, which provide assistance to others and prioritize their personal considerations (Al-Saadi, 2011:188).

This dimension includes the following sub-dimensions:

- Organizational culture (collective vs. individual): The values and standards of the organization and the extent of its support in moving away from hierarchical structures towards team-building. Even the strongest strategies cannot withstand an organizational culture that does not support this approach.
- Individual inclination towards teamwork: Assessing the individual or collective culture of employees and determining their social capacity or social propensity. This refers to the willingness and ability of individuals to work collaboratively and align personal goals and actions with collective goals.

CHAPTER THREE: PRACTICAL ASPECT

Paragraph Coding (Paragraph Labeling)

Table (3) represents the paragraph coding of the scale as illustrated:

Table (3): Paragraph Coding

Variables	Abbreviation
Infrastructure of Knowledge Management	**KM**
Psychological capital	**PC**
Employees Empowerment	**EE**

Data Collection and Examination
The questionnaires were distributed to a group of faculty members at Al-Kafeel University In Al-Najaf Al-Ashraf Governorate. A total of 60 questionnaires were distributed, of which 54 were valid for statistical analysis.

Descriptive Analysis
Table (4) reveals the descriptive analysis of the scale using the mean as a measure of central tendency and the standard deviation as a measure of data dispersion. The results of the mean indicated that all items exceeded the hypothetical mean of 3 (using a 5-point Likert scale), indicating the prevalence of all items and variables under study in the organization. Additionally, the results of the descriptive analysis showed low percentages of standard deviation, indicating the accuracy of respondents' answers and their understanding of the items.

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Table (4): Descriptive Analysis of Scale Items

Paragraph (Scale Items)	Mean	Standard Deviation
Km1	3.61	0.80
Km2	3.61	0.86
Km3	3.80	0.78
Km4	3.36	0.74
Km5	3.54	0.82
Km6	3.69	0.69
Km7	3.18	0.81
Km8	3.55	0.79
Km9	3.47	0.78
Km10	3.32	0.77
Km11	3.23	0.71
Km12	3.55	0.84
Km13	3.33	0.92
Km14	3.36	0.91
Km15	3.36	0.90
Infrastructure of Knowledge Management	**3.88**	**0.81**
Pc1	3.27	0.73
Pc2	3.43	0.78
Pc3	3.22	0.80
Pc4	3.16	0.80
Pc5	3.53	0.86
Pc6	3.70	0.78
Pc7	3.56	0.74
Pc8	3.14	0.82
Pc9	3.53	0.69
Pc10	3.59	0.81
Pc11	3.89	0.79
Pc12	3.84	0.78

Pc13	4.01	0.77
Pc14	3.75	0.71
Pc15	3.64	0.84
Pc16	3.80	0.92
Psychological Capital	**3.82**	**0.85**
EE1	3.87	0.80
EE2	3.82	0.86
EE3	3.79	0.78
EE4	3.41	0.74
EE5	3.91	0.82
EE6	3.82	0.69
EE7	3.84	0.81
EE8	3.82	0.79
EE9	3.84	0.78
EE10	4.06	0.77
EE11	3.97	0.71
EE12	3.94	0.84
EE13	3.92	0.92
EE14	3.78	0.91
EE15	2.45	1.14
Employees Empowerment	**3.84**	**80**

Reference: SmartPLS software Outputs

Testing The Hypotheses Of Influence
The hypotheses of influence are tested through path coefficients in the structural model, and the structural model is evaluated using the partial least squares (PLS) modeling technique according to Hair et al. (2014), based on the criteria in the figure below (see Table 5).

Table (5): Criteria for Evaluating the Structural Model

		Criteria	**Threshold (acceptable level)**
Path Coefficient Significance		Value (t)	Greater or Equal (1.96)
		Value (P)	Less or Equal (0.05)
Coefficient of Determination		R^2	Weak 0.25 Median 0.5 High 0.75

Hair, J. (2014). *A primer on partial least squares structural equations modeling (PLS-SEM*. Los Angeles: SAGE.
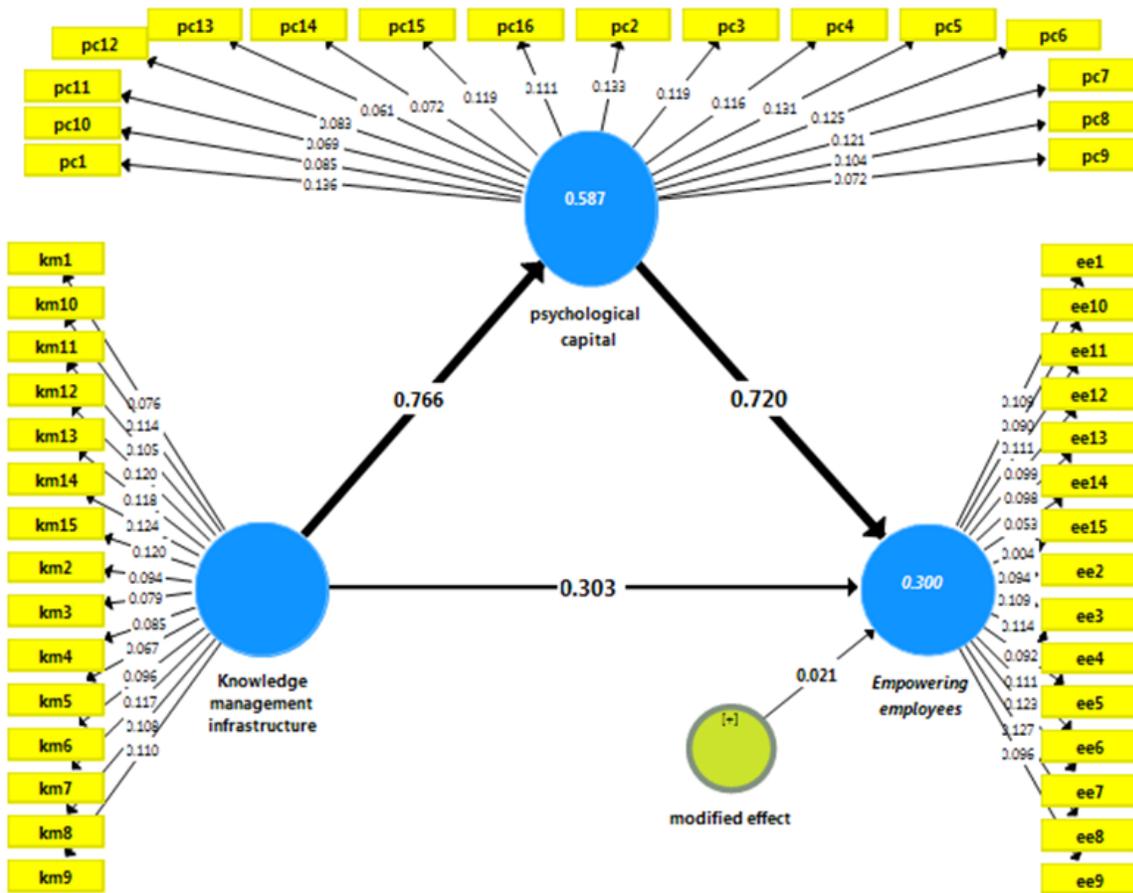For the purpose of testing the impact hypothesis, a structural model was constructed, as shown in Figure (2) below.

Figure (2): Structural Model of Research Variables

Reference: SmartPLS software Outputs

The structural model of the study with the value of (P) is presented below:
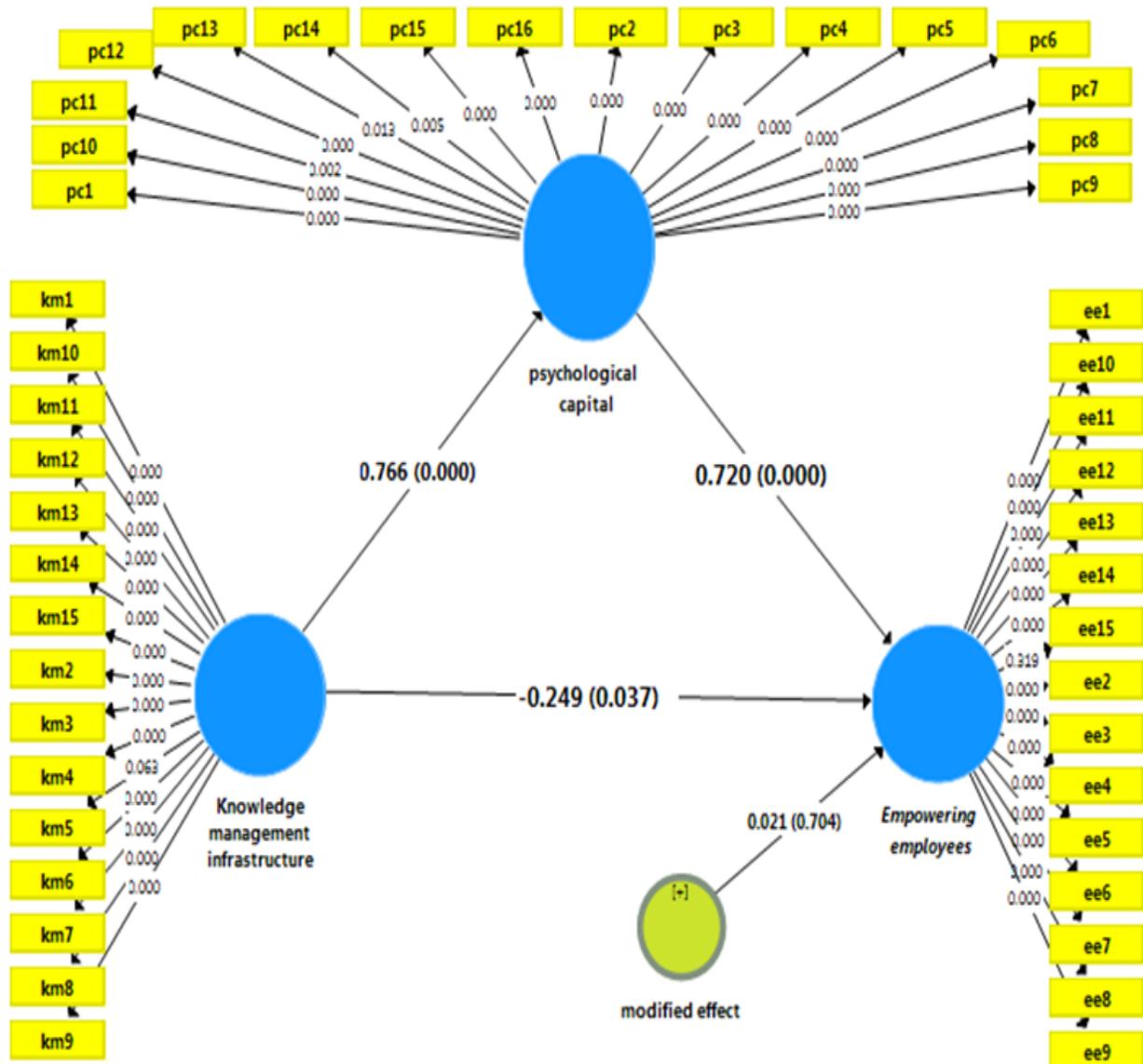

Figure (3): The Structural Model of The Research Variables With The Value of (P)

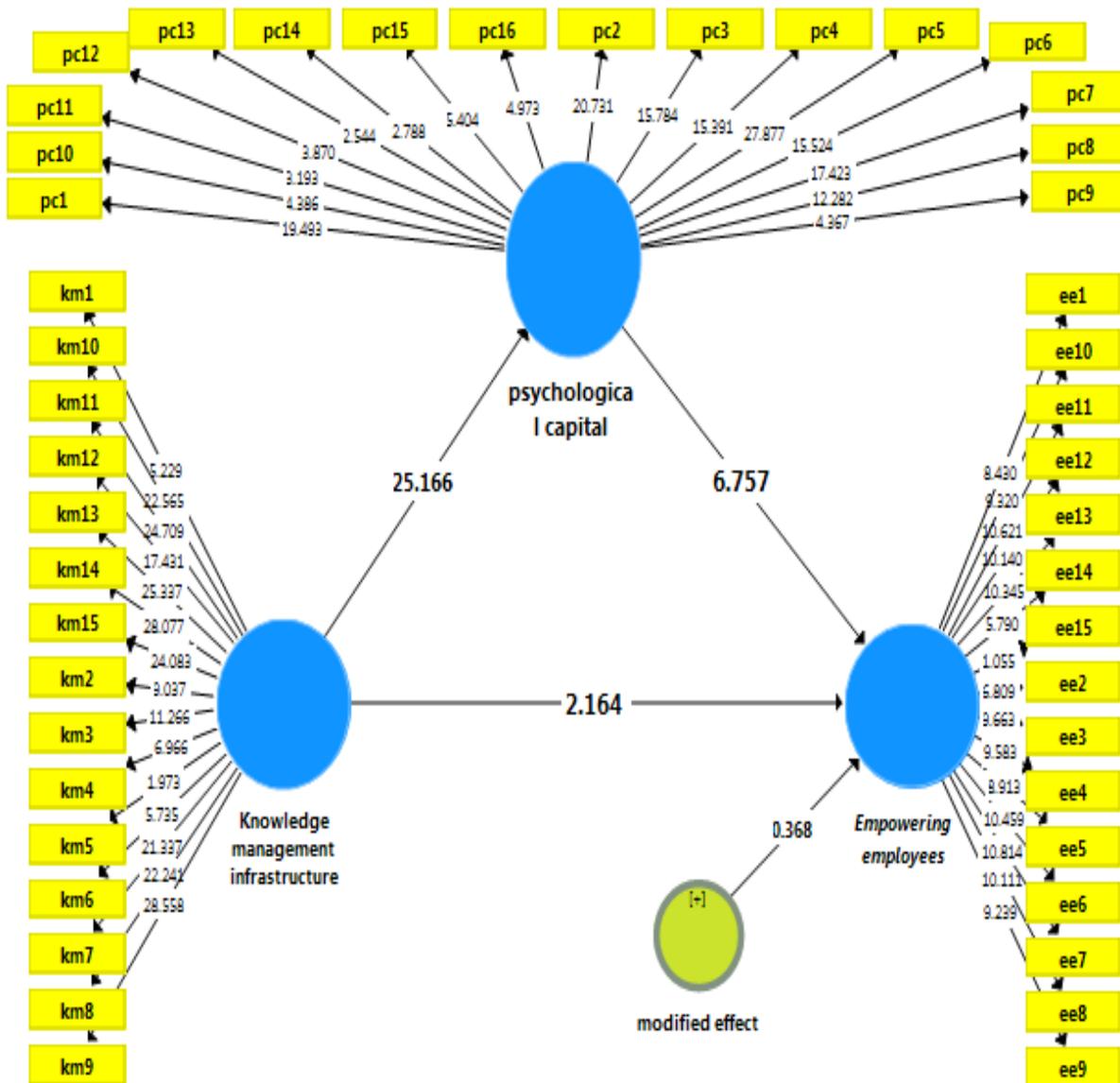**The structural model of the study with the value of (T) is presented below:**

Figure (3): The Structural Model of The Research Variables With The Value of (T)

Table (6): Analysis Results of the Structural Model

Path	R²	Value (t)	Value (P)
Infrastructure of Knowledge Management→ Psychological Capital	0.766	25.166	0.000
Employees Empowerment as an interactive variable between: Infrastructure of Knowledge Management → Psychological Capital	0.720	6.757	0.000

Reference: SmartPLS software Outputs

The results of the analysis, as shown in Table (6), indicate the following regarding the hypotheses testing:

1. The results of the first hypothesis showed that the path coefficient (**direct effect**) (R^2) was found to be 0.766. In order to verify the significance of the path coefficient, both the **t**-value and **P**-value met the allowed thresholds in Table (6), with the **t**-value being 25.166 and the **p**-value being 0.000. This indicates a significant relationship of influence, thus confirming the acceptance of the first hypothesis, which states that there is a significant effect of **The Infrastructure of Knowledge Management** and **Psychological Capital**.

2. The results of the second hypothesis showed that the path coefficient (R^2) was 0.720. In order to verify the significance of the path coefficient, both the **t**-value and **P**-value met the allowed thresholds in Table (6), with the **t**-value being 6.757 and the **P**-value being 0.000. This indicates a significant relationship of influence, indicating that **Employees Empowerment** enhances the relationship between **The Infrastructure of Knowledge Management** and **Psychological Capital**. Therefore, the second hypothesis is accepted, stating that there is a significant effect of **Employees Empowerment** as an interactive variable on the relationship between **The Infrastructure of Knowledge Management** and **Psychological Capital**.

CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

1. Employee empowerment is characterized by the extent to which individuals can determine their methods, pace, expertise, and effort to accomplish work tasks with others, enabling them to pursue their own goals and contribute to the university. It also helps others in communication, thereby promoting knowledge enhancement within the university and consequently contributing to the development of psychological capital in that institution.
2. Embracing effective knowledge management by university leaders adds real value to the university's reputation and academic standing. This is achieved through managing and activating the intellectual base of the university. Furthermore, knowledge generation, discovery, acquisition, encouragement, and exchange create a conducive climate for creativity.
3. Prioritizing knowledge management has become an urgent necessity to keep up with rapid advancements in various fields of science.
4. Organizations that prioritize knowledge management require the provision of a range of infrastructure requirements to establish and enhance knowledge management practices.

Recommendations:

1. The researcher recommends implementing strategies and methods in organizations to empower employees, which in turn enhances knowledge for both employees in general and specifically the professors at Al-Kafeel University.
2. Emphasizing the importance of developing and utilizing employee empowerment approaches to enhance the infrastructure of knowledge management, leading to the creation of individuals with positive characteristics at Al-Kafeel University.
3. Adopting standards and features with a green management approach that reflects on employees contributes to the emergence of innovative individuals who provide innovations, creativity, and advice to senior management in the organization, as they possess high skills, expertise, and capabilities.
4. In order to succeed and develop individuals in the organization, training processes should be conducted and methods should be used that align with the organization's reality, empowering individuals and allowing them to have independence in their assigned tasks. Despite the existence of regulations, the organization's adaptability to changes enables it to achieve its goals.
5. It is important to develop and support empowerment projects and provide a suitable environment for their implementation. This creates a state of awareness, knowledge acquisition, and keeping up with developments to make better decisions, ultimately leading to achieving the desired performance for the university. This, in turn,

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empowers the faculty members, enhances their knowledge, and reflects on the overall performance of the university.

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