

## INVESTIGATING THE RELATIONSHIP BETWEEN ORGANIZATIONAL INTELLIGENCE AND STAFF PERFORMANCE (CASE STUDY: CENTER FOR INTELLECTUAL DEVELOPMENT OF CHILDREN AND ADOLESCENTS)

Fatemeh Abedini, Ali Mehdizadeh Ashrafi

*Department of Management, College of Management and Accounting, Firoozkooh Branch, Islamic Azad University, Firoozkooh, Iran*

*Department of Management, College of Management and Accounting, Firoozkooh Branch, Islamic Azad University, Firoozkooh, Iran*

**ABSTRACT:** organizational intelligence is a new concept in the field of organization and management; as a concept, it has played an increasingly important role in organization theory. Scholars have studied organizational intelligence from different epistemological perspectives, including cognitive, behavioral, social / emotional. The main objective of the present study is to determine the relationship between various aspects of business intelligence and performance in the Center for Intellectual Development of Children and Adolescents. In this study, organizational intelligence was explained and measured based on the model proposed by Albrecht (2002). In order to estimate the performance of the measures, the model proposed by Pollock (2000) is used. Pollock (2000), in the study, suggested that performance indicators should be based on the unit of account and the nature of its activities must be considered. The researcher used effectiveness and quality criteria to measure the performance of service units in which the nature of their work is used. Methodology, in terms of the objective, is functional and cross-survey data collection and the data analysis is a correlation. The population of this study included all employees of the Center for Intellectual Development of Children and Adolescents in Tehran being investigated at the time of the study including 500 individuals. The sample consisted of 160 individuals who were randomly selected from the target population. Overall, the results showed that there is a significant correlation between the variables of strategic vision, a desire for change, the desire and the application of knowledge to practice. Based on our findings, it can be interpreted that staff have an adequate understanding of the strategies of the respective research population. Also, according to the Center for Intellectual Development of Children and Adolescents, as a cultural institution, it plays a significant role in the growth and development of human resources and the operation directly affects the structure and other. Thus, according to the findings, it can be expected that the agency staff with the organizational weakness of the community, have higher working morale.

**Keywords:** Organizational intelligence, performance, efficacy, quality

Organizational intelligence is the capacity of a firm to apply all mental forces and focus those forces in carrying out the mission. Based on the definition, the role of organizational intelligence can be considered as simple as "making the firms successful" (Glynn, 1996). In executive agencies, especially large organizations, human resource is important because staff have a key role in the production and quality of products. Organizational intelligence lies in the cells, i.e. human resources which are the most important factor in the success of the organization, and its role and impact in promoting organization in achieving the mission was noticeable (Kimasi and Chitsazan, 2009). Center for Intellectual Development of Children and Adolescents is a large executive, public, and service organization that a lot of people are working in it. Those are people who, regarding performance and having job

### INTRODUCTION

According to Karl Albrecht (2002), the concept of organizational intelligence is one of the most important things that was in the path of today's organizations and is certainly critical in the future and needs to attract and retain smart people in the organization, which is essential. The simple truth is that the success of businesses depends on a little mental strength of employees with a high level of competence and knowledge. This group consists of people who can plan, organize, lead, manage, analyze, conceptualize, make strategy, make decision, innovate, educate, recommend, and discuss ideas. To remain in the competition, it is necessary that managers consider the management teachings and apply them (Albrecht, 2009).

### STATEMENT OF THE PROBLEM

organizational intelligence is average and higher.

Faghihi and Jafari (2009) did a study entitled "The levels of identifying intelligence of organizational intelligence in research and educational programs. The results have shown that organizational intelligence community under study, with experimental mean of 82.2 is lower than theoretical mean which is 3.

Beikzadeh et al (2010) conducted a study entitled investigating the relationship between organizational intelligence of managers with their performance in state organizations of Azarbaijan-e-Sharghi province. The results show that there is a significant relationship between organizational intelligence of managers and their performance in state administrations of Tabriz city.

Gholami and colleagues (2011), in a research, studied the relationship between organizational intelligence and the performance of managers of educational groups of universities in Garmsar city in 2010-2011. The results showed that there is not significant relationship between total organizational intelligence and each of the factors with the performance of managers, but step by step regression shows that the factor of knowledge application has a significant role in the performance of managers in human resource sector and is able to predict the performance of managers in human resource section.

Tabarsa and colleagues (2012), in a research, investigated the relationship between organizational intelligence and knowledge creation. The findings of hypothesis test show a positive and significant relationship between organizational intelligence and its factors (strategic vision, common destiny, desire to change, alignment and homogeneity, motivation, using knowledge and performance pressure) with knowledge creation. Moreover, in a relationship between demographic characteristics with organizational intelligence, there is significant relationship between work experience and education with organizational intelligence of individuals.

#### RESEARCH HYPOTHESES

**The main hypothesis:** There is a relationship between organizational intelligence with the performance of the staff of Center for Intellectual Development of Children and Adolescents.

Secondary hypotheses

1. There is a relationship between the strategic vision with staff performance of Center

satisfaction and, consequently, the level of organizational commitment are different.

This caused the researcher to think what the main cause of this issue can be. It is evident that the existence of scientific and technical capabilities in each job is a common measure, but what is the key role is personal characteristics of the individual, the power of ingenuity and creativity, capability of adapting to work environment, collaboration with others abilities, encouraging to act effectively and efficiently. Based on the importance of the above discussions and considering the research of Albrecht (2002) and Lefter and colleagues (2008), in which it has been shown that the seven characteristics of desire to change, common destiny and applying knowledge, the pressure of performance, unity and consensus, strategic outlook and motivation in organization's achieving the effective missions. Karl Albrecht (2002) believes "the factor of a success in a business (organization) is having smart human factor, smart teams, and smart organizations."

This study seeks to assess organizational intelligence outlined by Karl Albrecht (2002) at Center for Intellectual Development of Children and Adolescents to be able to, though assessing the degree of intelligence of the organization, explain the organization's strengths and weaknesses based on the seven models of Karl Albrecht. Also, in order to determine the benefits of organizational intelligence and its role in improving the efficiency of the organization; the relationship between various aspects of organizational have been investigated through the indexes of performance of Center for Intellectual Development of Children and Adolescents. Accordingly, the main issue of the present study is expressed as follows.

#### LITERATURE REVIEW

Albrecht (2000), in his article entitled "organizational intelligence and knowledge management," has noted four key enabler components (including thought leaders, benefiting community, knowledge platform and adhocracy).

Lefter, Prejmerean, and Vasilache (2008) have done a study titled "dimensions of organizational intelligence in Romanian firms, human capital perspective". The results show that only 13 percent of employees in large and medium-sized companies are familiar with the concept of organizational intelligence and the employees of small companies have never known this concept. However, the analysis of the data showed that the level of the

of Center for Intellectual Development of Children and Adolescents

6. There is a relationship between application of knowledge with staff performance of Center for Intellectual Development of Children and Adolescents

7. There is a relationship between performance pressures with staff performance of Center for Intellectual Development of Children and Adolescents.

8.

**RESEARCH VARIABLES AND THEIR DIMENSIONS**

The dimensions of basic variables of the research and questions about each of these aspects are presented.

Table 1) Dimensions of basic variables of the research

	The variable's name	Dimensions
The independent variable	Organizational Intelligence	Strategic Vision
		Common Destiny
		The desire to change
		Enthusiasm
		Alliances and agreements
		Application of knowledge
		Performance Pressure
The dependent variable	Performance	Effectiveness
		Quality

equation is for determining sample size when the number of the sample is known, as follows.

$$n = \frac{NZ^2pq}{Nd^2 + Z^2pq}$$

Z: standard distribution variable of t Student and is equal to 1.96.

P = q: Test error rate at 95% confidence level and is equal to 0.05.

d: estimated error which is considered to 5 percent in research.

N: The population size

The optimal sample size deriving from the above calculation method is 217. Due to the possibility of loss or failure to receive some questionnaires or incomplete questionnaire responses, 230 sample sizes have been observed and this number of questionnaire was distributed.

**HYPOTHESIS TESTING METHOD**

In this study, descriptive and tests have been used to analyze information and make decisions regarding the hypotheses. Descriptive

for Intellectual Development of Children and Adolescents.

2. There is a relationship between common destiny with staff performance of Center for Intellectual Development of Children and Adolescents.

3. There is a relationship between desire to change with staff performance of Center for Intellectual Development of Children and Adolescents

4. There is a relationship between enthusiasm with staff performance of Center for Intellectual Development of Children and Adolescents

5. There is a relationship between alliances and agreement with staff performance

The above mentioned variables are the measure of the questionnaire, a 5-scale Likert rating including the options: strongly disagree, disagree, neither agree nor disagree, agree, and strongly agree, and the ratio of scores in this scale is from one to five. Questions to measure the variable of organizational intelligence is based on a standard questionnaire and seven models of Karl Albrecht (2003) whose validity has been proven in previous research. About questions relating to performance criteria, as well, after investigating and studying and comparing with previous works, they were obtained.

**THE POPULATION, SAMPLE SIZE, AND ITS ADEQUACY**

The population of the present study consists of all the staff of Center for Intellectual Development of Children and Adolescents in Tehran, who were 500 individuals at the time of research.

The adequacy of the sample size can be calculated from Cochran's equation. Cochran's

**THE FIRST SUB-HYPOTHESIS TEST RESULTS**

The first hypothesis test results are presented in the following correlation matrix.

examination includes central statistics and dispersion, and, in the central section, Pearson correlation coefficient and linear regression are used. This analysis is done using SPSS software in 95 percent confidence level.

Table 2) The results of the first hypothesis testing

	Statistics	Performance
Strategic Vision	Spearman correlation coefficients	0.083
	Significance level	0.025

Statistical hypotheses about the correlation coefficient are as follows.

H0:ρ=0

H1:ρ≠0

research hypothesis is accepted at the 95 percent confidence level.

The results in Table 2 show that Spearman correlation coefficients for the variables of strategic vision, with 0.083 performance and a significance level of 0.025 is less than 0.05 (test error). This finding suggests that H0 hypothesis is rejected, indicating that there is a significant correlation between strategic vision with performance during the study period. Accordingly, the first

**THE SECOND SUB-HYPOTHESIS TEST RESULTS**

The second hypothesis test results are presented in the following correlation matrix.

Table 3) The results of the second hypothesis testing

	Statistics	Performance
Common Destiny	Spearman correlation coefficients	- 0.041
	Significance level	0.605

hypothesis is rejected at the 95 percent confidence level.

The results presented in Table 3 shows that Spearman correlation coefficients for common destiny with performance up to - 0.041, and a significance level of 0.605 is higher than 0.05 (test error). This finding suggests that, statistically, there is a correlation between common destiny with performance, during the course of the study. Accordingly, the second research

**THE THIRD SUB-HYPOTHESIS TEST RESULTS**

The third hypothesis test results are presented in the following correlation matrix.

Table 4) The results of the third hypothesis testing

	Statistics	Performance
The desire to change	Spearman correlation coefficients	0.13
	Significance level	0.002

hypothesis of the study will be accepted at the 95 percent confidence level.

The results presented in Table 4 shows that Spearman correlation coefficients for the variables tend to change with performance up to 0.002 and 0.002 significance level which is less than 0.05 (test error). This finding suggests that there is a significant correlation among these variables during the study period. Accordingly, the third

**THE FOURTH SUB-HYPOTHESIS TEST RESULTS**

The fourth hypothesis test results are presented in the following correlation matrix.

**Table 5), the results of testing the fourth hypothesis**

	Statistics	Performance
enthusiasm	Spearman correlation coefficients	0.088
	Significance level	0.066

research hypothesis is accepted at the 95 percent confidence level.

The results presented in Table 5 shows that Spearman correlation coefficients for enthusiasm variables with performance up 0.088 and a significance level of 0.066 is above 0.05 (test error). This finding suggests that there was no significant correlation among these variables during the study period. Accordingly, the fourth

**THE FIFTH SUB-HYPOTHESIS TEST RESULTS**

The fifth hypothesis test results are presented in the following correlation matrix .

**Table 6) The results of the fifth hypothesis testing**

	Statistics	Performance
Alliances and agreements	Spearman correlation coefficients	-0.03
	Significance level	0.066

study. Accordingly, the fifth research hypothesis is rejected at the 95 percent confidence level.

The results presented in Table 6 shows that Spearman correlation coefficients for Alliances and agreements with performance up to - 0.03 with a significance level of 0.066 which is higher than 0.05 (test error). This finding suggests that, statistically, there is no relationship between Alliances and agreements and the performance during the period of

**THE SIXTH SUB-HYPOTHESIS TEST RESULTS**

The sixth Hypothesis test results are presented in the following correlation matrix .

**Table 7) The results of the sixth hypothesis testing**

	Statistics	Performance
Application of knowledge	Spearman correlation coefficients	0.064
	Significance level	0.019

hypothesis is accepted at the 95 percent confidence level.

The results presented in Table 7 shows that Spearman correlation coefficients for the variables of the application of knowledge with performance up to 0.064 and a significance level of 0.019 which is less than 0.05 (test error). This finding suggests that there is a significant correlation among these variables during the study period. Accordingly, the sixth research

**THE SEVENTH SUB-HYPOTHESIS TEST RESULTS**

The seventh hypothesis test results are presented in the following correlation matrix.

**Table 8) the results of the seventh hypothesis testing**

	Statistics	Performance
Performance Pressure	Spearman correlation coefficients	0.028
	Significance level	0.729

The results in Table 8 show that Spearman correlation coefficients for the variables of performance pressure is 0.028 and a significance level of 0.729 which is above 0.05 (test error). This finding suggests that, statistically, there is no correlation between performance pressure and

performance during the period of investigation. Accordingly, the seventh research hypothesis is rejected at the 95 percent confidence level.

**DISCUSSION AND CONCLUSIONS**

Research findings can be interpreted as such that, first of all, population of the study had no adequate understanding of the strategies of the respective organizations. In other words, organizational intelligence in this population had the ability to explain the organization's future strategies, and, secondly, such an approach in organization has improved the performance. In fact, the attitude of staff on specific strategies of the organization could improve their activities and efforts in order to improve the efficiency and effectiveness properly. Also, lack of significant relationship between alliances and agreements with strategic performance in population may be due to the complexity of financial practices and high volume of data flow in Center for Intellectual Development of Children and Adolescents has made it difficult to create a coherent structure. In such a case, the probability of interference exists that makes it difficult to achieve unity. In general, the application of knowledge facilitates and improves operating results. In this regard, the adoption and use of data, information, facts, and how they processed were considered as part of the required knowledge in organization. This approach and its importance can clearly be seen in Center for Intellectual Development of Children and Adolescents. In other words, a significant part of the research activities and information, and processing are related that explain the importance of this aspect of organizational intelligence in it.

#### **PRACTICAL RECOMMENDATIONS THAT EMERGED FROM THE RESEARCH**

- 1) Paying attention to the findings of the first hypothesis which is there is a direct correlation between the strategic vision with the performance of the staff of the Center for Intellectual Development of Children and Adolescents, the managers of organizations and sectors are suggested to try to have the strategies of the organization under their management be understood by the staff and conduct their activities in accordance with these guidelines. The reason is that the results suggest that such an approach among employees will improve performance.
- 2) Based on the findings of the second hypothesis which is there is not a significant correlation between common destiny with the performance of the staff of the Center for Intellectual Development of Children and Adolescents, the managers of beneficial parts are recommended to try to strengthen the

feeling of sympathy and solidarity to the organization's goals among employees.

3) Based on the findings of the third hypothesis which is there is a direct correlation between the desire to change and the performance of the staff of the Center for Intellectual Development of Children and Adolescents, the managers of organizations and sectors are suggested to explain strategies for coping with and determining the structures of organization so that the organization can potentially adapt itself to changes.

4) According to the findings of the fourth hypothesis which is there is a direct relationship between enthusiasm and performance of the staff of the Center for Intellectual Development of Children and Adolescents, the managers of organizations and sectors are recommended to identify incentive stimuli of the staff of organization and try to strengthen these stimuli in organization.

5) According to the findings of the fifth hypothesis in which there is not significant correlation between alliance and agreement with the performance of the staff of the Center for Intellectual Development of Children and Adolescents, the managers of organizations and sectors are recommended to try to strengthen teamwork and team spirit among the staff.

6) According to the findings of the sixth hypothesis in which there is significant relationship between the application of knowledge with the performance of the staff of the Center for Intellectual Development of Children and Adolescents, it is recommended that managers of organizations and sectors consider resources for study, research and development, and potentially encourage innovative employees to employ them in creating innovative structures and procedures.

7) According to the findings of the seventh hypothesis in which there is not any correlation between performance pressure with the performance of the staff of the Center for Intellectual Development of Children and Adolescents, managers of organizations and sectors are recommended to explain their staff's duties clearly and want them to do these tasks.

#### **SUGGESTIONS FOR FUTURE RESEARCH**

The future researchers are recommended to focus on the following points for future research.

1. Investigating the relationship between various aspects of organizational intelligence with labor productivity in organizations
2. Examining the role of organizational intelligence in the profitability of profitable sectors

3. Studying the relationship between the amount of bonuses paid to employees with the performance of organization

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