

THE EFFECT OF STAFF'S ORGANIZATIONAL INTELLIGENCE ON THE PROMOTION OF ORGANIZATIONAL EFFECTIVENESS (CASE STUDY: HAMADAN MUNICIPALITY)

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Abstract: Lack of attention to staff's organizational intelligence causes organizations have not proper understand to environmental changes and respond to organizational problems, an indication of long-term threat to the survival of the organization, particularly in a complex and changing world today. This descriptive – survey study has been done, aimed to investigating the effect of staff's organizational intelligence on promotion of Organizational Effectiveness, via random sampling with a sample of 256 staff of Hamadan Municipality. To collect information from 2 standard questionnaires of organizational intelligence and organizational effectiveness used. To prove hypotheses, Kolmogorov - Smirnov and regression test by spss22 was used. findings showed organizational intelligence (dimensions of: Strategic insight, Common destiny, desire to change, Courage, Unity, Application of knowledge, Press of function) has a significant and positive effect on organizational effectiveness. Courage has the greatest impact on organizational effectiveness. As a result, Organizational Intelligence by increasing the maturity of staff's strategic insight level into goals of organization caused to increasing unity among staffs and the acceptance of organizational changes and the efforts to achieve a common destiny in the organization. level of their performance increased and organization reached to appropriate level of impact on target population, thus will be effectiveness.

Keywords: Organizational Intelligence, organizational effectiveness, Human resources, knowledge management, Hamadan Municipality

1. INTRODUCTION

Many comments are presented on the success of organizations and each of these opinions has tried with a variety of conceptualization, examine the issue from different angle. One of these concepts is organizational intelligence recently considered (Akgün et al, 2010). Organizational

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intelligence means having comprehensive knowledge of all the factors affecting the organization. In-depth knowledge about all stakeholders (community, audiences, customers, competitors and the economic environment) and operations and organizational processes (financial, sale, production, human resources, etc.) have a large impact on the quality of organization's management decisions (Howson, 2008). In particular understand the nature of organizational intelligence in organizations created in the field of leadership and development able organization to assess organization's survival and development in the environment and design and implement effective organizational interventions in achieving organizational goals (Stalinski, 2009).

Organizational intelligence is a key to enabling experts' forces at the critical activities and processes that govern human life (Kesti et al. 2013). Organizational intelligence is foundation on knowledge, thinking, creativity, innovation and technology improved and leading to greater coordination of plans and programs, improve decision-making and innovation, improve business performance, enhance the long-term prospects and will enhance organizational effectiveness (Veryard, 2014). Overall staff plays a decisive role in the effectiveness of organizations. Because the effectiveness of organizations through different ways such as paying more attention to knowledge of staff and maximizing organizational intelligence improving the staff (Ardalan et al, 2012).

1.1 Problem Statement

Lack of attention to staff's organizational intelligence causes organizations have not proper understand to environmental changes and respond to organizational problems, an indication of long-term threat to the survival of the organization, particularly in a complex and changing world today (Veryard, 2014).

1.2 Significance of the study

Today, with the growth of technology, innovative communication methods, virtual reality, market development and alternative career patterns have created a large developments, in turn, change has been accelerated, so in order to succeed in business and organizational effectiveness of activities, taking advantage of intelligent human factors and organizational intelligence is very important. Organization of Hamadan Municipality as the most important provider of services in the field of municipal services is responsible for massive amounts of expanding duties and citizens expect a

lot of this organization, so in this organization review organizational intelligence and using it to improve organizational effectiveness is essential.

1.3 Research purposes

The main objective:

Given the importance of the tasks of Hamadan Municipality that is administrative of affairs in order to improve the indicators of urban life in the social, as well as the economic and cultural dimension and importance and effective role of organization in the future of the country, high level of competence and the ability of employees as well as their effectiveness is greater than ever.

1.4 The research main hypothesis and sub-hypotheses

Main hypothesis: The Staff's Organizational Intelligence has effect on the Promotion of Effectiveness of Hamadan Municipality

The subsidiary Hypotheses

1. Strategic insight has effect on the Promotion of Effectiveness of Hamadan Municipality
2. Common destiny has effect on the Promotion of Effectiveness of Hamadan Municipality.
3. The desire to change has effect on the Promotion of Effectiveness of Hamadan Municipality.
4. Courage has effect on the Promotion of Effectiveness of Hamadan Municipality.
5. Unity and agreement has effect on the Promotion of Effectiveness of Hamadan Municipality.
6. Application of knowledge has effect on the Promotion of Effectiveness of Hamadan Municipality.
7. Press of function has effect on the Promotion of Effectiveness of Hamadan Municipality.

1.5 Innovation of the Study

Investigating the effect of organizational intelligence on organizational effectiveness, in addition to other categories of intelligence in Municipal employees of Hamadan, is the innovation of this research.

2. THE ORETICAL FRAMEWORK AND BACKGROUND OF THE STUDY

Conceptual definition of staff's organizational intelligence: Staff's organizational intelligence is talent and move toward the organizational capacity in mental ability and focus of the organization's ability is to achieve the organizational mission (Albrecht, 2002).

Conceptual definition of organizational effectiveness: Organizational effectiveness is the extent to which an organization using specific resources and without wasting their resources and without wear their unnecessary community members, meets its goals (Thibodeaux & Favilla, 1996).

Types of Intelligence: Intelligence has four features that include the ability to measure the brilliance, wisdom, understanding and human analysis, human potential effects, showing the wisdom and sensitivity levels with attention to the matter or a particular issue with respect to these properties as shown in Table 1, separated into twelve kinds (Jafari & Faghihi, 2009).

Table 1.
Types of their Intelligence Capability and Talent (Jafari & Faghihi, 2009).

<i>Types of Intelligence</i>	<i>Capability and talent</i>
Professional	The ability to understand the secrets of interested work and seriousness in achieving the goals of the work
Distance and space	Relying on the sense of vision and ability to see and care about the effects of phenomena and objects
Physical and health	Operational capability of physical gestures and body reasonable issues, the high level of ability to imitate
Perception and intuition (psychic)	Capabilities of awareness and understanding of the interrelations phenomenon and events and understand their feelings toward the relationship with others
Social and interpersonal skills	The ability to communicate interpersonal and social relations, interest in understanding people and their behavior;
Music	The judgment of songs, sounds, beats and rhythms
Verbal and linguistic	Ability to deal with the spoken word and the written language, the ability to consider the evidence and prove their analysis
Rational and mathematical	The ability of inference and the conclusion of events and want to assess all stage of their lives and others
Success	The ability to coexist with the environment, shaping the environment and willingness to satisfactory completion work
Emotion	The judgment messages arising from feelings and emotions
Emotional	The ability of awareness based on the message and inner inspiration and find strength and recognition based on it
Faith	Describing events based upon the beliefs and realities imaging

Intelligence is measured by the quantity and quality varied. Intelligence also involved industry owner. Therefore, all people can be a productive, creative and innovative individual. Therefore individual find that the disciplinary minds of people also brings futurism for themselves. However, understanding the cognitive problems is unavoidable necessity for future leadership, otherwise, all persons under information load, wears out and cannot be managed in the workplace and took wise decisions for their personal and professional affairs. shown in Table 2, the definitions of organizational intelligence (Hamidi, 2003).

Table 2.
The Definitions of Organizational Intelligence

Row	Definition	Researcher	Source
1	Ability of the organization as a whole, to collect information, innovation, knowledge generation and operate effectively on the basis of the knowledge generated in the organization	Mc Master	Akgün et al, 2007
2	Ability of the organization for careful use of knowledge so that strategies and effective tactics to respond to unexpected changes in the market in order to coordinate the decision-making quality and excellent performance.	Resto	Resto, 2009
3	Ability of the organization for knowledge creation and use it strategically to adapt to the environment.	Halal &coll	Mikesell, 2000
4	Ability of the organization to gather information about the nature of an organization linked to the environment and to understand and transform information into knowledge and solutions that are valued by the environment. Organizational intelligence source in the organization's competitiveness and adaptability of the organization and, more importantly, the leadership of the organization is reflected in the shaping industry.	Mikesell	Mikesell2002
5	Ability of the organization to shape and change and adapt to its environment based on the organization's goals and abilities	weber	Akgün et al, 2007
6	The capacity of an organization to use all their mental abilities and focus on the ability to achieve the organization's mission	Albrecht	Albrecht, 2002

Components of organizational intelligence

Strategic insight: Strategic insight in short is the concept of creation, derivation and express purpose of an organization (Albrecht, 2002).

Common destiny: Common destiny means when all or most of the people in the organization, with knowledge of the mission and organization have a common sense of purpose for each of algebraic understand the success of the organization (Albrecht, 2002).

The desire to change: Some organizational cultures by executive team founded and directed by themselves. In this culture, performance, thinking and react to its surroundings are matched so that any kind of change, represents a disease state is chaos, while the desire for change seen as a positive phenomenon and progress factor (Albrecht, 2002).

Courage: Courage means staff's optimism to job functions and their use of the opportunities to develop and progress (Albrecht, 2002).

Unity and agreement: Unity and agreement means the division of responsibilities and jobs between employees as well as legislation in order to fulfill the goals and organization's mission (Albrecht, 2002).

Application of knowledge: Application of knowledge means effective use of knowledge, information and data to make the right decisions and to fit for the organization (Albrecht, 2002).

Press of function: Managers must not only involve in performance. In a smart organization, each presenter should be placed in its proper operating position. Leaders can promote the concept of executive pyramids and support. But it is most effective when under the effect of a mutual expectations and operational requirements for the joint success supported (Albrecht, 2002).

Goals of Organizational Intelligence Process

The use of the process of organizational intelligence will lead to the following results:

- Determining the organization's commercial trends to focus on the goals and basic.
- Forecasting market to expand market share by competitors, to gain new interests, there have been on the market.
- Raising the level of customer's satisfaction for continuous business and to avoid losing it.
- Identify and division loyal customer, for strategic orientation by tracking their behavior.

- Increasing the organization's efficiency in internal affairs and transparency of procedures in the key processes.
- Facilitate decision making and standardization and compatibility between the structures of the organization.
- Depth market analysis and risk identification, identification of business opportunities before competitors (Jafari&Faghihi, 2009).

Organizational effectiveness and its importance

In the real world over time, a number of organizations outdated from the scene or in a form other organizations and their survival problem detection become difficult. In addition, it is very naive to assume that such organizations are not effective for survival, or to assume there are organizations that are effective but not intentionally seek their survival. For some organizations, such as some government agencies and large businesses, practically absolute annihilation happens (Pfiffer, 1976).

Comparing the effectiveness of four different approaches

In Table 3, four specific approach with criteria used in the definition of effectiveness as well as the conditions under which each will be more useful than the other, are presented.

Table 3.
Comparing the Effectiveness of four different approaches (Martin Dell, 2002)

<i>Approach</i>	<i>Definition</i>	<i>When is useful</i>
Goal	An organization that is effective enough to achieve predetermined objectives.	When this approach is preferable to... Clear goals, has given time and accept measure.
System	Obtain the necessary resources	There is a clear link between input and output.
Strategic stakeholders	Meet the demands of all key factors to some extent.	Key factors have a strong influence on the organization and the organization must fulfill their demands.
Competitive values	The main emphasis in these four areas is consistent with the interests of key factors.	What organization should emphasize is vague and the change in standards over time was the benefit of the organization.

Kesti et al (2013) studied and analyzed human capital as a tool for organizational intelligence to manage their performance. The results showed that the organizational performance management to improve should be based on organizational intelligence.

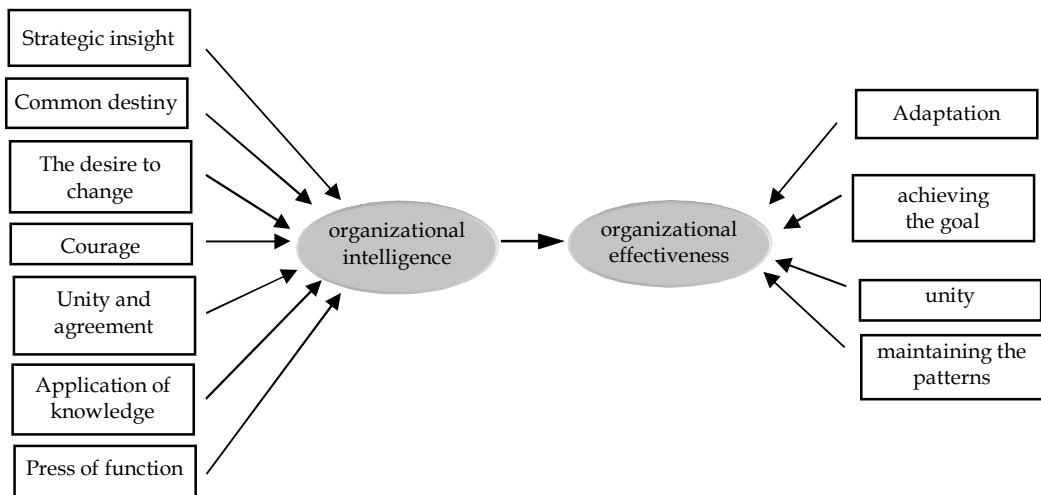
Manzoor (2013) examined the effect of stimulation of employees on organizational effectiveness in Pakistan. The results showed a positive relationship between stimulation and motivation of staff and organizational effectiveness.

Sharma & Kaur (2014) examined the organizational capabilities and effectiveness of the environment and came to the conclusion that public sector employees are more effective than the private sector and in the private sector emphasis is on human relations model organizational effectiveness, but in public sector a logical target model is emphasized, as well as there is a significant positive relationship between the empowerment of structural and organizational effectiveness and this relationship in the public sector is higher than the private sector.

2.1 Conceptual model of the research

This operational model is shown in Figure 1.

Figure 1. Conceptual model of the research (Albrecht, 2002. Parsonse, 2001)



3. RESEARCH METHODOLOGY

This descriptive - survey study has been done, aimed to investigating the effect of Staff's organizational intelligence on the promotion of organizational effectiveness, via random sampling with a sample of 256 people of 850 staffs of Hamadan Municipality. To collect information from 2 standard questionnaires of organizational intelligence by Albrecht in 2002 (49 questions based on 7 components: Strategic insight, Common destiny, The desire to change, Courage, Unity and agreement, Application of knowledge,

Press of function) and organizational effectiveness by Parsonsein 2001(28 questions based on 4 components:Adaptation, achieving the goal, unity, maintaining the patterns) with reliability of 0/92 used . To prove the hypotheses, Kolmogorov - Smirnov and regression test by spss22 was used.cronbach's alpha coefficient to determine the reliability of questionnaire shown in table 4.

Table 4.
Calculating Cronbach's Alphacoefficient to Determine the Reliability Questionnaire

Components	maintaining the patterns	unity	achieving the goal	Adaptation	Press of function	Application of knowledge	Unity and agreement	Courage	The desire to change	Common destiny	Strategic insight	organizational intelligence	organizational intelligence
questions	22-28	15-21	8-14	1-7	8-11-16-27-32-46-49	7-21-23-29-30-31-35	12-18-20-26-41-39-38	1-5-6-10-25-37-40	13-14-24-28-34-43-45	4-9-19-33-36-44-47	3-2-15-17-22-42-48		
Reliability (Cronbach Alpha)	0.89	0.87	0.88	0.87	0.83	0.8	0.75	0.75	0/83	0.75	0.79	0.95	0.96

4. FINDINGS

Kolmogorov-Smirnov test for normality of data:

H₀: the variable distribution is normal

H₁: the variable distribution is not normal.

Table 5.
Kolmogorov-Smirnov test results for research variables

Variable	Z statistic	Sig
organizational intelligence	0.921	0.365
organizational intelligence	0.973	0.3
Strategic insight	1.061	0.2
Common destiny	1.047	0.226
The desire to change	1.071	0.187
Courage	1.043	0.234
Unity and agreement	1.042	0.235
Application of knowledge	1.037	0.247
Press of function	1.0	0.201

According to the table, the validity of test 0.05 is more; as a result the assumption of H_0 at the 5% error level is confirmed and could be a normal distribution of data for each variable.

Therefore it can be said to test the hypothesis parametric tests have to used.

Testing main hypothese

The Staff's Organizational Intelligence has effect on the Promotion of Effectiveness of Hamadan Municipality

$$H_0\beta: = 0$$

$$H_1\beta: \neq 0$$

To confirm the above hypothesis regression analysis is used. For this test regression assumptions should be performed till results from regression analysis to be reliable.

Table 6 evaluates correlation between criterion variable and predictor variable. Therefore, for this section parametric Pearson correlation test was used.

Table 6.
Pearson correlation between variables in main hypothesis

<i>Predictor Variable</i>		<i>Criterion Variable</i>	<i>Organizational Effectiveness</i>
Organizational Intelligence	Pearson correlation		0.794
	Sig		0.001

Table 6 shows the significance level of less than 0.05, therefore, so there is a significant relationship between the criterion variable and predictor variable at 95%. The positive correlation coefficient means that more and more employee's the organizational intelligence increased, organizational effectiveness in Hamadan Municipality level increased. The first test prerequisite is observed.

Table 7.
Evaluating the regression model in the main hypothesis.

<i>R</i>	<i>R²</i>	<i>adjusted R²</i>	<i>DW</i>
0.794	0.631	0.629	1.797

In table 7, shown adjusted R^2 is equal to 0.629 so, 63% variation in organizational effectiveness is arising from variation in staff's organizational

intelligence. therefore the coefficient is more than 14% (Momeni, 2008), so the dimensions of model variables to predict the impact is appropriate. Also, because the amount of Durbin Watson for dimensions is 1.5 to 2.5 (Momeni, 2008), so the assumption of independence between the errors be accepted.

Table (8) investigates the relationship between the criterion variable with predictor variable was performed using ANOVA.

Table 8.
Evaluating linear relationship between the criterion variable with predictor variable in the main hypothesis.

<i>Model</i>	<i>Sum of squares</i>	<i>df</i>	<i>square mean</i>	<i>F</i>	<i>Sig</i>
Regression	80.693	1	80.693	449/118	0.001
Remaining	47.253	263	0.18	-	-
Sum	127/946	264	-	-	-

As it turns out in table 8, significance level is less than 0.05, so the null hypothesis based on lack of linear relationship between predictor variables and criterion variable should be rejected. Therefore, according to this table assumes a linear relationship between two variables is confirmed.

Since all three conditions was observed univariate regression test, and it should be addressed to provide a function to use it to predict the predictor variable that showed a criterion variable.

The table 9. in this regard shows the regression coefficients.

Table 9.
Regression Coefficients in the main Hypothesis

	Non-standardized coefficients		Standardized coefficients	T statistics	sig
	<i>B</i>	<i>Standard error</i>	<i>Beta</i>		
Constant	0.078	0.129	-	0.603	0.547
organizational intelligence	0.885	0.042	0.794	21.192	0.001

According to the table (9), it can be concluded that the significant level of test was greater than 0.05. So, alpha equal assumption is zero not rejected. With increasing a variance in organizational intelligence, organizational effectiveness is about 0.794 and variance will increase that showed high and positive impact of organizational intelligence on organizational effectiveness. So we can say that staff's organizational intelligence influence on improving

the effectiveness of Hamadan Municipality. The main hypothesis confirmed and the null hypothesis rejected.

Testing subsidiary hypotheses

Strategic insight has effect on the Promotion of Effectiveness of Hamadan Municipality

$$H_0: \beta = 0$$

$$H_1: 0 \neq \beta :$$

To avoid long text shown just regression coefficients table for each subsidiary hypothesis.

Table 10.
Testing subsidiary hypotheses

<i>Subsidiary hypotheses</i>	<i>Sig</i>	<i>Adjusted R²</i>	<i>DW</i>	<i>Beta</i>	<i>Result</i>
1- Strategic insight	0.001	0.523	1.597	0.724	Significant and approved
2- Common destiny	0.001	0.341	1.625	0.856	Significant and approved
3- The desire to change	0.001	0.54	1.748	0.736	Significant and approved
4- Courage	0.001	0.533	1.698	0.731	Significant and approved
5- Unity and agreement	0.001	0.55	1.823	0.742	Significant and approved
6- Application of knowledge	0.001	0.527	1.594	0.727	Significant and approved
7- Press of function	0.001	0.513	1.734	0.717	Significant and approved

The table (10), it is observed that adjusted R-squared for all variables have coefficient is more than 14% (Momeni, 2008), so the dimensions of model variables to predict the impact is appropriate. Also, because the amount of Durbin Watson for dimensions is 1.5 to 2.5 (Momeni, 2008), so the assumption of independence between the errors will be accepted. The positive correlation means that increase each dimension lead to a significant and positive change. The significance level of test is less than 0.05, so alpha equal assumption is zero not rejected, thus assumption of linear relationship between two variables are confirmed.

According to a fourth sub-hypothesis result and impact of courage on organizational effectiveness in Hamadan Municipality, it was found that courage has greatest impact on organizational effectiveness.

5. CONCLUSIONS AND SUGGESTIONS

The results of hypothesis test in this study is consistent with results of Ardalan et al (2012), Albrecht (2002), Kesty et al (2013), Manzour (2013) and Sharma and Kar (2014) suggests that organizational intelligence increased performance, efficiency and effectiveness, the level of employee's involvement in organizational activities.

So by comparing the results with the results of previous research, we can conclude that organizational intelligence increase organizational effectiveness including the proper utilization of information and knowledge of employees in the organization, taking advantage of modern equipment in the organization, improve working conditions and accelerate business affairs, the active participation of employees in small and large scale organizational decisions, high commitment of employees towards corporate vision, high flexibility in shift work procedures, raising the level of employee's motivation to increase the level of organizational learning, creating confidence and security field, and job satisfaction among members of the organization, improve staff's accountability, promote learning ability of employees, reduce customer's dissatisfaction, proper management of relationship with clients, align employee's goals with organizational goals, improve human relationships across the organization, improve the quality of organizational activities, reduce employee resistance to change, creating support of the creative ideas of employees, regular coordination between the objectives and organizational performance, financial and material coherence in the organization, accurate planning in line with business goals, welfare system and support in the organization of employees, pay attention to time management, close monitoring of costs in the organization increased.

And causes the level of staff strategic vision to general and detailed goals of the organization increased and understanding and unity among the staff increased and staff's courage to go further toward acceptance of organizational changes. As well as employees with organizational intelligence will welcome to knowledge and promote awareness

As a result the level of their performance increased and organization reached to the appropriate level of impact on target population and thus will be effective.

In the following suggestions are related to the research hypothesis are as below:

Main hypothesis: holding educational courses for organizational intelligence technique.

1. Subsidiary hypotheses: creating smart approach to organizational future strategies, creating organizational strategies tailored to business goals and clarifying organizational goals statement
2. Subsidiary hypotheses: sustained relationships among employees, sharing staff in programs and organizational achievements and encourage innovation in the organization.
3. Subsidiary hypotheses: creating a healthy environment for employees to constructive criticism of organization and accept their mistakes
4. Subsidiary hypotheses: focused on the attitudes of managers to operate, attention to the quality of working and creating job opportunities in the organization.
5. Subsidiary hypotheses: to rationalize the organizational structure with business partnership, establish working alliances among employees and attention to the organization's mandate.
6. Subsidiary hypotheses: supporting the knowledge in organization, appreciation of employees' skills and the use of the latest scientific methods for managing the organization.
7. Subsidiary hypotheses: feedback to employees on their performance, transfer organizational goals to staff by managers and implementing talent management within organizations.

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