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## The Relationship Between Organizational Intelligence and Productivity of Managers of Youth and Sports Department, Mazandaran Province

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### Abstract

The research purpose was to find the relationship between organizational intelligence and productivity of managers of youth and sports department, mazandaran province . the research method is descriptive (correlation) in terms of the aim. The statistical population included all the managers and employees working in youth and sports department, mazandaran province.

Data were collected by two questionnaires that researcher- made productivity which conclude 64 questions and Albrecht Organizational Intelligence Model which consists of seven dimensions” included 49 questions. Results indicated that there is positive significant relationship between the dimensions of the organizational intelligence and productivity of managers

The results indicated that among from the dimensions of the organizational intelligence, common fate is the higher correlation with productivity.

**Keywords:** Intelligence organizational,intelligence productivity,productivityof managers.

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## **Introduction**

In today's world of turmoil and rapid people who poses high IQ are successful and efficient.

In the corporate world is the same way, specially , today the time ahead is going to Due to the progress of science and technology, and the emergence of new needs and challenges Organization becomes more complex and more difficult to manage organizations is constantly face with changing conditions of the environment, social, cultural and political. Their successful and dynamic response depends on their ability to provide relevant information and finding appropriate solutions to problems are encountered.

According to this, attention of organizational theorists is focus on the design of intellectual abilities that the result of this process is a new concept in theory of organization that is named organizational intelligence.(simic,2005).

Also in today competitive world productivity forms the most important goal of any organization.(taheri,2000) This has led to that in all countries productivity ,proper and better use of total factor productivity( including goods and services) All communities come to believe that Survival of any society, regardless of productivity is possible. Our country is no exception to this. And Regardless to the concept of productivity has a role in its development.(vaziri and mansoori,2000) Since among the factors of production. Human resource factor unlike other human resource is known as intelligence and coordinating with other agent ( khalilian and rahmani,2000) And also is the most important main leverage to increase and decrease of organization productivity. Therefore human resource has a special position and had paid a special attention to it.(ansari and sabzi ali abadi,2000).

On the other hand, the organizational intelligence is an experimental scientific process That stress on the success or failure of the organization(galin,1996) based on the specific characteristics with regard to organizational intelligence, although this factor has similarity with personal intelligence but organizational intelligence is a social and team outcome. This means that this intelligence is resulted performance a group of people who act as a unit.(William,1988) And in this sense There are remarkable differences with individual intelligence. On the other Researches show good that organizational intelligence increases performance in various areas of management and teamwork. Meanwhile, the enterprise intelligence capabilities can be determine mental-physical health with as well as career progress in people.(gelman,1995). Today it is clear that Increase in labor productivity is not just mean harder work or some more work Or less of employment opportunities for others Career opportunities for others. Experience has shown that Employees who understand why they do particularly functions in the organization to understand The roles of these functions in Organizational goals Will be more efficient and effective. Countries with higher growth and productivity rate have Higher living standards.(poorman,1996).Furthermore, lack

of administrative skills, lack of leadership, Adverse legislation organization, Inappropriate procedures are all allies until from prevent All the brain power of an organization for which are cost. Theory of organizational intelligence is followed that The intelligence assessment organizations, identify their strengths and weaknesses and Based on the results Provide the necessary solutions To improve organizational intelligence and finally Improve organizational performance.(jaafari, faghihi,1999). What is certain is that today employees have different needs and thence rights and benefits are not the only motivational factor but also one of the basic needs of organization's employee's to day is the intellectual, participation and their feedback in the affairs. Changes growth, causing managers can not answer all questions lonely but all the organization somehow responsible and pressure is upon all members of the organization. Because getting decisions is with participation of employees. Since productivity is not an abstract concept so essentially should be applied aspects. Management will be an important role to provide appropriate context in order to institutionalize and enhance it. From this perspective participation of employees is important. Because of the emphasis on human dignity that marks the future of productivity and the increase attention to this factor directing and organizing appropriate activities and provide the necessary background for the development and flourishing of human potential should be at the top of any organization. Lack of organizational intelligence may exist in organization between managers and employees.(sharif zadeh,1999) The lack of creativity and innovation, lack of shared goals, lack of coordination between labor demand and human resources both quantitative and qualitative aspects is among the problems that exist in organizations such as the department of youth and sport. Productivity organizations in their responsibilities can be facilitated by the use of business intelligence skills. Due to changes in the organizational categories and power and position of the organization can be measured by using or not using these skills.

According to issues discussed above this research followed to find whether there is relationship between organizational intelligence with productivity of managers of youth and sports department. Maybe its results Decoding ways to improve and increase productivity of managers of youth and sports department With the benefit of organizational intelligence and according to that search a new approach In order to overcome the problems and threats.

## **2. Theoretical context of research**

**Organizational intelligence:** The capacity of an enterprise to mobilize all of its available brain power, and to focus that brain power on achieving its mission.(Albrecht,2002)

**Productivity:** productivity is To obtain the maximum possible profit with and efficient use of labor Ability, talent, skill, labor, land, money, equipment, time, location To enhance the welfare of society .in fact productivity has referring to Proportion of the work to the work that must be done.(abtahi,1994)

### **3.The concept of organizational intelligence**

According to Matsuda Organizational intelligence is as a product How to design information systems According to the organizational intelligence needs. And on the other hand organizational intelligence as the process is Mean that to effectively analyze organizational knowledge Process information and solve problems. (erfani khanghahi ,2000)

Simich(2005) defines organizational intelligence such as: Intellectual ability of an organization In order to solve organizational problems, His emphasis on the integration of human And his technical capabilities In order to solve problems.

Halal (2006) has defined Organizational Intelligence as the capacity of an organization to create knowledge and use it to strategically adapt to its environment(jamal zadeh,1999)

Albrecht's definition of organizational intelligence is that organizational intelligence is that the capacity of organization To mobilize its all intellectual ability that have been available and focus it To achieve its mission. This capacity is combination of technical and human capacity that refer to as organizational intelligence and machine intelligence. Technical intelligence show Organization's ability to process knowledge and Computer Information that has a great influence at today's exchange organizations, But human intelligence is considered to be more important than technical intelligence The successful use of information technology depends on human intelligence namely Intellectual skills.(matsuda,1992, simic,2005)

### **4.dimensions of organizational intelligence**

Based on the latest evidence and results research can be expressed that organizational intelligence as a mental ability is composed of component that overshadowed all aspects of everyday life.(beraket mayer,2003) So managers in today's complex organizations to Dynamic and increase the efficiency of their organization have no way except using this smart way.(eslamieh,1999).

Since the introduction of the term organizational intelligence some theorists have attempted that to present a clear explanation of the concept and its components, of course there are differences opinions on this what is organizational intelligence? What are its components? How can it be measured? For example Scientists have named it the mental ability of organization, Process, product, Adaptability, Mechanism, Total people Intelligence, Application of Knowledge Management, Performance, planning methods, Capacity to mobilize the intellectual power. Karl albrecht is a German scientist that from the power of people and specially its application in organizations has posed a critical factor name organizational intelligence.( Journal of Leadership and Education Management).

Among specialists that defined model for organizational intelligence, Albrecht designed a complete modal includes seven key dimensions of OI:

- Strategic Vision: strategic vision refers to the capacity to create, evolve, and express the purpose of the enterprise and not to any particular vision, strategy, or mission concept in and of itself. Note that the OI dimension of strategic vision presupposes that leaders can articulate and evolve a success concept, and it can reinvent it when and as necessary.

- Shared Fate: When all or most of the people involved in the enterprise, including associated stakeholders like key suppliers and business partners, and in some cases even the families of its members, know what the mission is, have a sense of common purpose, and understand their individual parts in the algebra of its success, they can act synergistically to achieve the vision, this sense that "We're all in the same boat" creates a powerful sense of community. Without a sense of shared fate, the psychological tone of the culture degenerates into a "Look out for number one" spirit.

- Appetite for Change: In smart organization, change represents challenge, opportunity for new and exciting experiences, and a chance to tackle something new. People in these environments see the need to reinvent the business model as a welcome and stimulating challenge, and a chance to learn new ways of succeeding.

- Heart: Separate from the element of shared fate, the element of heart involves the willingness to give more than the standard. Organizational psychologists refer to discretionary effort as the amount of energy the members of the organization contribute over and above the level they have "contracted" to provide.

-Alignment and Congruence: Any group of more than a dozen people will start bumping into one another without a set of rules to operate by. They must organize themselves for the mission, divide up jobs and responsibilities, and work out a set of rules for interacting with one another and for dealing with the environment. In the intelligent organization the system, broadly defined, all come together to enable the people to achieve the mission.

-Knowledge Deployment: More and more these days, enterprises succeed or fail based on the effective use of knowledge, information and data. Knowledge deployment deals with the capacity of the culture to make use of its valuable intellectual and informational resources. OI must include the free flow of knowledge throughout the culture and the careful balance between the conservation of sensitive information and the availability of

information at key points of need. It must also include support and encouragement for new ideas, new inventions and an open-minded questioning of the status quo.

-Performance pressure: It's not enough for executives and managers to be preoccupied with the performance of the enterprise. In the intelligent organization, everyone owns the performance proposition, the sense of what has to be achieved and the belief in the validity of its aims. Leaders can promote and support a sense of performance pressure, but it has the most impact when it is accepted by all members of the organization as a self-imposed set of mutual expectations and an operational imperative for shared success.

Soul ercetin(2011) in a research as Using multi-dimensional organizational intelligence measurements to determine the institutional and managerial capacities of technical education institutions for girls Is achieved to this results that organizational intelligence of this school is at average level and teachers have higher intelligence level than managers. Experimental results are expressed that Institutions that have high organizational intelligence also have high productivity. Kasti and et al in 2011 doing research with topic Human capital scenario analysis as an organizational intelligence tool for performance management and their findings suggest that for improve organizational performance needs senarion based on organizational intelligence. Research that ruhan(2007) has done in China and Japan as A Study on Relationship between Organization Intelligence Quotient and Firm Performance has shown that In Japan External Information Awareness and Continuous Innovation have significant correlation with Firm Performance; while in China Internal Knowledge Dissemination has significant correlation with Firm Performance. Jafar beikzad(1999) in a research as the study of the relationship between organizational intelligence and high performance The government agencies East Azerbaijan province reported that there are a significant relationship between managers organizational intelligence and their performance in government offices in Tabriz. Khodadadi (1999) was doing research as the study of the relationship between organizational intelligence and productivity of managers of youth and sports department, east azarbayjan province. The result of the research has shown that based on The Pearson correlation coefficient there are a significant positive relationship among all organizational intelligence component.

## **5.Method**

### **5.1 Population and sample**

Statistical population of this study was 218 personnel and managers of department of youth and sport. For determine the sample size is used from the kerchesy morgan's table. Refer to this table is determined sample size for employees 113 individual and 36 individual for managers that were selected by simple random sampling from statistical population.

## **5.2 Data analysis Method**

The data has been presented with using of spss software in form of describing and analyzing. for analyzing data was used appropriate questionnaire research questions, Descriptive Statistics indicators such as Frequency and its percentage, Drawing tables and charts, The mean and standard deviation and for measuring Inferential statistics was used from T-test and Pearson correlation test.

## **5.3 Data gathering method**

the questionnaire method was used to gathering data in this study that included two questionnaires organizational intelligence standard and human resource productivity. Organizational intelligence questionnaire contains 49 questions, the components consist of strategic vision, Shared Fate, Appetite for Change, Heart, Alignment and Congruence, . Knowledge Deployment, Performance pressure. Each question has 5 range from strongly disagree to strongly agree  
productivity questionnaire contains 64 questions. The components consist of job understanding, Organizational support, motivation, Performance feedback, compatibility environmentally, validity, Organizational commitment. In this questionnaire each question contain 5 range form very high to very low.

## **5.4 Validity of measuring instruments**

In this research according to research questionnaire is part of standard questionnaire prepared by other researchers.(karl albrecht). Therefore the research questionnaire has validity. Also in order to ensure the validity of questionnaire were used of specialist opinion that all stated the research questionnaire validity. for calculating the reliability questionnaire was used Cronbach's alpha coefficient. the amount of it in the first questionnaire is 83% and in second questionnaire is 81%.

## **5.5 The Main goal**

the study was investigated the relationship between organizational intelligence with productivity department of youth and sport and was examined the components strategic vision, Shared Fate, Appetite for Change, Heart, Alignment and Congruence, . Knowledge Deployment, Performance pressure.

### 6. Research field

- a) Area subject: this research is in the field of human resources and organizational behavior and the components related to organizational intelligence and its relationship with organizational intelligence.

Spatial domain: geographical location that survey took place in the youth and sports department mazandaran province

- b) Time zone: this study was conducted in 1390.

### 7. Results

In this part using pearson correlation coefficient is led to conclusion conducted tests about particular assumptions and finally, achieved results of the main hypothesis. The use of such tests is considered significant when the p-value correlation coefficient when the p-value is less than 0.05.

Verdict		p-value	hypothesis
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 1) <b>Strategic Vision and productivity</b> (
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 2) shared fate and productivity(
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 3) appetite for change and productivity (
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 4) heart and productivity(
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 5(l)
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 6 <b>Alignment and Congruence and productivity</b> )
Hypothesis is rejected	H <sub>0</sub>	0.00	Hypothesis 7) <b>Performance pressure and productivity</b> )(

### 8.

#### Limitation of the study

##### 8.1 Limitation beyond the control of the researcher

Some respondents did not take the necessary cooperation.

Spatial and temporal conditions of questionnaire respondents were excluded in the research

There was not direct access of researchers to all managers and head of board of sport. Due to the different city that requires repeated and continuous movement.

## **8.2 Limitations under the control of the researcher**

Obviously removing research's limitation and foundation for future research and this would led to flourished to in science and research. This study also was not exempted from this restriction. Among can be including the following:

This study was conducted in the academic year 2001-2002.

This study was conducted at youth and sports organization.

## **9. Conclusion**

There is significant positive relationship between organizational intelligent and productivity of managers and employees of youth and sport office mazandarn province. The highest correlation related to organizational intelligence and productivity among research. In this study among the seven dimensions of organizational intelligence the highest level and most powerful relationship with productivity is related to the application of knowledge among employees. A significant relationship was observed between the two variables Courage.and strategic vision among employees and Common fate, desire to change and application of knowledge with dependent variable among managers.

Referring to research conducted with organizational intelligence topic shows that the relationship between these variables and elements of the concept with other variables is nearly in all studies. This show the importance of organizational intelligence and those who established organization in various departments and offices. The results of this research is consistent with research results of marjani and et al(2011), suel ercetin(2011), kasti and et al(2011), khodadadi(2000), jaafar beik zad(2000), mollaeean(2000), salasel(1999), jamal zadeh(1999), fegghi(1999), khodadadi(1998), amani ashlooblagh(1998), shafee poor(1997), sattari(1997), abdolmaleki(1997), perijerman and vasilash(2008), chiker and ada(2008), rohan(2007).

In this study, the results of the analysis show that quick action to resolve employee problems, enhance the quality of their work life, sense of staff belonging to the organization, helping each other in state. Participating them in programs. Continuous communicating between them and manager, also managers following in the jobs duties, revising in strategic programs and understanding the organization's overall strategy. Coordination services with changes and support from innovation. The existence of clear rules in association with key priorities in organization is led productivity of managers of youth and sports department mazandaran province.

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