

# Studying the Relationship between Organizational Intelligence and Organizational Agility among employees of Real Estate Registration Office of Fars Province

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**Abstract:** The purpose of this research is studying the relationship between organizational intelligence and organizational agility among experts and managers of real estate registration office of Fars province. The Method of this research is practical-descriptive and the population includes 742 experts and managers of real estate registration office of Fars province. In as much as the population was limited, clustering sampling method was used and 268 questionnaires were distributed and of these, 254 questionnaires were completed and returned. The research tool was the 49-questions questionnaire of Albrecht organizational intelligence and 36-questions questionnaire of organizational agility (adapted from Yusef et.al model) and validity was contention and its stability was achieved 0.81 using Cronbakh Alpha coefficient for organizational intelligence questionnaire and 0.89 was for organizational agility questionnaire. In order to analyze data in a descriptive level, table drawing, frequency and frequency percent were used and in inferential statistics, Pearson correlational coefficient and Regression coefficient were used. The findings show that there's a positive and meaningful relationship between organizational intelligence and agility. Also, there's another positive and meaningful relationship between all components of organizational intelligence except the tendency to change organizational agility.

**Keyword:** intelligence, organizational intelligence, organizational agility, registration

## 1. Introduction

Current organizations are active in such environments in which their rapid changes make them to have flexible strategies. In fact, this problem that how the organizations could be successful in a dynamic and unpredictable environment is a subject that is known as one of the most important challenges of today's world. Although different solutions, like timely production, re-engineering, virtual organizations and networking had been introduced, organizations' agility is the most popular one. In such an environment, agility had become an important ability that influences organization's performance (Ravichanderan, 2007).

Rapid production could be defined as the survival and growth in a competitive environment with basic characteristics like variation and uncertainty that reacts rapidly and effectively to changing markets based on customer's requests (Sterling, 2008)

Rapid technological evolutions, increased dangers, globalization and privatization expectations are environmental characteristics which current commercial organizations encounter them. In order to be successful in these environments, agility makes a competitive advantage which could be preserved by being popular in innovation and its quality. The agile organization synchronizes the processes and individuals with the advanced technology and meets customers' needs based on its qualified products and services in a short period of time. But this condition happens in a time that agility is a systematic organizational value and a competitive strategy for leaders ( Jafar nejad & Shahae, 2007)

This idea that organizations lose due to humanistic mistakes is a defensive idea that covers organizations' non intelligent organizations. Organizational intelligence is one of the best metaphors for thinking, because it's based on such definitions which are used in an individualistic form rather to be used collectively. This metaphor is a useful tool which emphasizes on forms of scientific survey. As organizational learning paradigms and scientific management surrounded the science world during the last 2 decades, organizational intelligence paradigm becomes popular and now is developing. (Yunes, 2005)

Due to increased innovations and variations in the current world of data and communication and because of instability and changeability and also unpredictability of these changes, the thing that helps countries, especially developing ones in order to increase their productivity and development is the chance of competition with other countries and this issue is fulfilled by managers' wisdom and creativity and also the influence of managers in breeding employees' creativity with the help of each other in the path of organizations' development. (Hemmati, 2009)

One of the creativity signs is high intelligence. In a simpler form, the symbol of entity is creativity's manifestation. The relationship between intelligence and creativity is absolute. Sometimes the intelligence is in a high level, but the creativity doesn't appear and sometimes by the creativity's appearing, high intelligence could be achieved. (Ramezani, 2009). As intelligent individuals have many abilities to understand complex data of outside world and a true reaction to these data and also a high capability for rapid learning, the organization has some levels of intelligence. Some organizations are dim witted, and can't make the simplest changes in their environments and have a true reaction, and they repeat a mistake without any reforms. Rather, some organizations have a number of characteristics that we can see in intelligent people. These organizations are interested in new subjects and are curious about these matters and are flexible and agreeable to respond and they can learn rapidly. Totally, intelligent organizations are those ones with organizational learning, data sharing and rapid responding speed to the evolutions of labor management. (Atashpoor, 2008)

## **2. Research Methodology**

This research is based on a practical purpose, because the purpose of this study is testing theoretical concepts in real situations of life and solving tangible problem and the results are concrete and obvious. In general, educational research is practical and this study is temporary. This study tries to collect data for testing hypotheses and responding to those questions related to the current condition of this issue and reports and determines the current condition. As the researcher is studying the direct and indirect relationship between variables, correlational descriptive methodology had been chosen.

## **3. Population and sample**

Population is all assumptive or real members who we are interested to relate the results to them or it points to all people, happenings or things that we want to study them (Dejkam, 1389, 76). The population includes all managers and experts of real estate registration office of Fars province. Because sampling method is random clustering method, in order to determine the sample accurately, and by the recommendations of educators, advisors and managers of this office (regarding expertise, education and their posts), it was tried to choose a sample and is helpful to achieve the responses of the hypotheses, so the population was divided to relatively small components and then, a number of these components were chosen randomly and the final sample is chosen among the current components in these clusters, such that clusters include geographical divisions of Kazeroon, Shiraz, Noorabad, Firooz Abad and Ardakan and questionnaires were distributed among the employees of the selected branches and also among 185 individuals in Shiraz and after its completion, 254 questionnaires were returned and analyzed.

## **4. Sampling Method**

Sampling method in this research is judgmental, non-probabilistic and purposeful. In judgmental sampling, those individuals are selected who are in the best position to provide the required information. The pattern of judgmental sampling is used when a limited number of people have the required data for the researcher who is searching these data. (Danayee fard, 2007, 328)

## 5. Findings

### Main Hypothesis

There's a meaningful relationship between organizational intelligence and agility in real estate registration office of Fars province. The results of this study which are achieved by using Pearson correlational coefficient shows that there's a positive and meaningful relationship between organizational intelligence and its dimensions with organizational agility.

The necessity of making an agile organization is the tendency for change among the members and having a common purpose and they can endeavor for improving their performance and provide an environment for growth and agility. Also an agile organization has to adapt itself with environmental changes and selects its strategies, so the prerequisite for this, is having a strategic perspective.

Having a strategic perspective leads to an understanding for the organization about the definition of the success and the way of achieving it and also the organization's purpose and path would be cleared.

**Table 1- The results of correlation Test between organizational and agility intelligences**

		Organizational agility	Organizational intelligence
Organizational agility	Pearson Correlational Coefficient	1	.605**
	Meaningful level(sig)		.000
	sample	254	254
Organizational intelligence	Pearson Correlational Coefficient	.605**	1
	Meaningful (level)	.000	
	sample	254	254

		Organizational agility	Organizational intelligence
Organizational agility	Pearson Correlational Coefficient	1	.605**
	Meaningful level(sig)		.000
	sample	254	254
Organizational intelligence	Pearson Correlational Coefficient	.605**	1
	Meaningful (level)	.000	
	sample	254	254

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**First Sub-hypothesis:** There's a meaningful relationship between strategic perspective and organizational agility among employees of real estate registration office of Fars province.

The results of this study which were achieved by using Pearson correlational coefficient show a direct and meaningful relationship between strategic perspective and organizational agility. In other words, Employees regard themselves an influential member of the organization and managers help employees in projects, programs, performing and assessing, so they know organizational missions and have an empathy feeling and they endeavor for organization's agility. This conclusion is doesn't favors Bagher zadeh and Dibavar's research and they believe that an agile organization is dynamic and it aims to synchronize with environmental changes, so an agile organization sees itself interacting with an unpredictable environment, so predicting the environment with formulating perspective and definite strategies for this organization is irrational and this organization needs dynamic strategies.

**Table2- The results of correlational test between strategic perspective and organizational agility**

	Organizational agility	Strategic perspective

Organizational agility	Pearson correlational coefficient	1	.173**
	Meaningful level		.006
	sample	254	254
Strategic perspective	Pearson correlational coefficient	.173**	1
	Meaningful level	.006	
	sample	254	254

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Second sub-hypothesis:** There's a meaningful relationship between common destiny and organizational agility among employees of real estate registration office of Fars province.

The results of this study which were achieved using Pearson correlational coefficient shows a direct and meaningful relationship between common destiny and organizational agility in real estate registration office of Fars province and the result of this study favors Bagherzadeh and Dibavar's research. The reason that common destiny is a factor for organizations' agility is that employees consider themselves an influential member of the organization and managers use them in their projects, programmes, performance and assessment.

Subsequently, they know organizational missions and have empathy toward their goals. When they become aware of organization's mission and goal, they feel having a common goal and they understand organization's success individualistically.

**Table3- The result of correlational test between common destiny and organizational agility**

		Organizational agility	Common destiny
Organizational agility	Pearson correlational coefficient	1	.661**
	Meaningful level		.000
	sample	254	254

Common destiny	Pearson correlational coefficient	.661**	1
	(Meaningful level	.000	
	sample	254	254

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Third sub-hypothesis:** There's a meaningful relationship between the tendency to change and organizational agility in employees of real estate registration office of Fars province.

The result of this study with Pearson correlational coefficient shows a direct and meaningful relationship between the tendency to change and organizational agility in real estate registration office of Fars province and favors Bagher zadeh and Dibavars' researches. The reason could be that those organizations having higher ability for flexibility are more adaptable to environmental changes and will be more successful so they would be more successful. In those organizations with higher capability for changing and adapting with environmental changes, the employees are encouraged for innovation and finding new ways for doing their works.

**Table 4- The results of correlational test between tendency to change and organizational agility**

		Organizational agility	Tendency to change
Organizational agility	Pearson correlational coefficient	1	.127*
	Meaningful level		.042
	sample	254	254
Tendency to change	Pearson correlational coefficient	.127*	1
	Meaningful level	.042	
	sample	254	254

\*. Correlation is significant at the 0.05 level (2-tailed).

**Fourth sub-hypothesis:** There's a meaningful relationship between spirit and organizational ability among employees of real estate registration office of Fars province

The results of this study by Pearson correlational coefficient shows a meaningful relationship between spirit and organizational agility between employees of real estate registration office of Fars province with the confidence level of 95%. This study and Lefter, Perjmerin and Splach (200) and Satari Ghahfarkhi (2007) found that of the organizational intelligence factors, spirit doesn't have a good condition and is not favorable bot it favors Bagherzadeh and Dibavar's studies.

**Table 5- The results of correlational test between spirit and organizational agility**

		Organizational Agility	Spirit
Organizational agility	Pearson correlational coefficient	1	.531**
	(Meaningful level		.000
	sample	254	254
spirit	Pearson correlational coefficient	.531**	1
	(Meaningful level	.000	
	sample	254	254

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Fifth sub-hypothesis: There's a meaningful relationship between coalition and agreement and organizational agility among employees of real estate registration office of Fars province.

The results show that there's a positive and meaningful relationship between coalition and agreement and organizational agility and it favors Bagher zadeh and Dibavar's studies. So it can be stated that the tendency to a common destiny and sympathy feeling among organizational individuals strengthens informal groups and increases productivity among employees and they feel that they have a common destiny with the organization and they try to be more loyal to organization's goals, so they would be more adaptable to environmental changes and that's the meaning of agility. Forming a base for employees' participation in formulating strategic perspective encourages a coalition feeling and having common destiny among them.

**Table 6- The results of correlational test between coalition and organizational agility**

		Organizational agility	Coalition and agreement
Organizational agility	Pearson correlational coefficient	1	.563**
	Meaningful level		.000
	sample	254	254

Coalition and agreement	Pearson correlational level	<b>.563**</b>	<b>1</b>
	Meaningful level	<b>.000</b>	
	sample	<b>254</b>	<b>254</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Sixth sub-hypothesis: There’s a meaningful relationship between science application and organizational agility among employees of real estate registration office of Fars province.

The results show that there’s a positive and meaningful relationship between science application and organizational agility. Science management helps programming and accurate decision making by science and data and it could distribute in an organization comfortably and helps managers and employees for better decision making and in this way, a competitive priority is achieved and therefore, organizational agility is increased. As the experts pointed out, decision making in all organizational levels is necessary and these decisions influence costs, productivity and quality considerably and in this point, science management could have a tremendous role by using up to date data in decision making.

This result favors Rayera and Eejima studies (2006) and they concluded that there’s a meaningful relationship between organizational intelligence and the ability to use data. Mac Master (1996) introduces organizational intelligence as a capability of an organization to increase information and general awareness and that’s the application of science and it favors Bagherzadeh and Dibavar’s studies.

**Table7- the result of correlational test between science application and organizational agility**

		Organization al agility	Science application
Organizational agility	Pearson correlational coefficient	<b>1</b>	<b>.177**</b>
	Meaningful level		<b>.005</b>
	sample	<b>254</b>	<b>254</b>
Science application	Pearson correlational coefficient	<b>.177**</b>	<b>1</b>
	Meaningful level	<b>.005</b>	
	sample	<b>254</b>	<b>254</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed).



**Seventh sub-hypothesis:** there's a meaningful relationship between pressure and organizational agility among employees of real estate registration office of Fars province.

The results of this study show that there's not a meaningful relationship between the pressure of performance and organizational agility among employees of real estate registration office of Fars province the confidence level is 95 percent, so there's no reason to reject H0 in the confidence level of 95, it means that there's no meaningful relationship between 2 variables.

**Table 8- the results of correlational test between performance pressure and organizational agility**

			Performance pressure
Organizational agility	Pearson correlational coefficient	1	.023
	Meaningful level		.710
	sample	254	254
Performance pressure	Pearson correlational coefficient	.023	1
	Meaningful level	.710	
	sample	254	254

**6. conclusion**

Since 1991, agility was used for the first time to describe the necessary capacity for a modern production. Agility means the ability to respond and a rapid and successful reaction to environmental changes. As producers, other organizations and institutions have to search agility for a competition in the 21<sup>st</sup> century, because modern organizations encounter the pressure of processes to find new ways of successful competition in the global dynamic market. Agility increases the ability of the organizations to provide qualified products and services and therefore is an important factor for organizations' productivity. Agile organizations think about more than adaptation to changes and are inclined to use potential capacities in a turbulent environment and achieving a fixed success due to their innovations and qualifications. These organizations doesn't sell their products, rather they sell the solutions of how to meet their real needs of their customers. This issue makes the condition of the situation inaccessible for other competitors. On the other hand, the organizations have found that they can't survive, unless having a method for management and value making for organizational intelligence and they have to determine organizational weak and strength points using different methods and programming and avoid inappropriate focus on some point of the organization and they would be influential in improving the future of the organization.

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