



# Exploring the Relationship between Organizational Intelligence and Organizational Agility of Staff of Department of Architecture and Urban Planning of Mashhad Municipality

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**Abstract:** This study examined the relationship of organizational agility on organizational intelligence in Mashhad Municipality of Architecture and Urban Planning Department staff. The study is applied and descriptive correlational. 250 people formed the population consisting of all employees of the Municipal Department of Urban Planning and Architecture of Mashhad. A sample of Morgan table was estimated and 152 individuals were selected by simple random sampling. The data collection tool for organizational intelligence was a 7-item of Albrecht Organizational Intelligence questionnaire (2003), and as for organizational agility, Sharifi and Zhang (1999) standard questionnaire (2001) was used. The validity of both questionnaires has already been confirmed by researchers in previous studies and so has the reliability of both questionnaires by Cronbach's alpha coefficient. To analyze the collected data from structure modeling Lisrel software was used. Results showed that there is a significant positive relationship between the organization agility and organizational intelligence.

**Keywords:** organizational intelligence, organizational agility, performance pressure, common vision

## INTRODUCTION

Organizational agility, nowadays, are increasingly considered among organizations which are interested in gaining a competitive advantage, innovation and effectiveness, and researchers have a variety of different approaches to analyze it. Among these approaches are psychological approaches (Bahrami, 2016), social studies approach and organizational theory perspective. Recently, "from the strategic perspective, agility as a source of heterogeneity between organizations and a source of competitive advantage has also been considered. Due to this approach, the concept of organizational agility came into being and changed the traditional approach to business management. Although the research on organizational agility in this field led in part to awareness, still some aspects of it have not been adequately analyzed, and the idea that organizational agility is the main ingredient successfully competing in the global market has partially been accepted. The concept of intelligence, is part of organizational strategy which is an ongoing effort to increase

the competitive ability and strategic planning processes. In the existing literature in the field of intelligence, it is regarded as strategic planning assumptions that enhance the company's competitive strength and make strategic plans. Nowadays, the concept of intelligence is considered as a process that improves the competitiveness and strategic planning. Kotler (2006) believes that intelligence is not an accidental phenomenon, but the result of planning, design and detailed implementation. Organizational activities in all administrative matters are continually being improved to increase their chances of success, but it is difficult to achieve organizational excellence. Nowadays, many different tools are used in order to overcome this difficulty, among the newest tools is the concept of organizational intelligence. Specialized staff to develop organizational performance requires deep expertise in their field, which in turn requires experience in work and organizational intelligence development. Dynamic organization attempts to implement strategic planning, increase the culture of participation and agility capability. The organization continually seeks ways to maximize performance of their employees. Despite the increased use of information technology, there still exists a gap between the organization's performance. It is now strongly believed that the organization's performance largely depends on their employees' efforts beyond the determined requirements. Nowadays, managers agree that organizational agility contributes to the development of organizational intelligence and improves organizational performance. Increased demand for organizational intelligence requires innovative solutions that shows investment growth in the development of intellectual capital. Organizational intelligence with a focus on understanding organizational agility and knowledge would make a smart organization that learns how to manage your knowledge. Organizations also need to sustain their life and function by intelligent employees being able to carry out their functions more effectively. In order to evaluate different and separate organizational agility and organizational intelligence, several studies have been conducted in Iran. Included are Alawi, ArbabShirani and Esfandiari (2014) in a study entitled "The relationship between organizational agility and innovation in Isfahan Engineering Research Center" showed that both transformational leadership and knowledge management are factors affecting organizational agility and innovation as well as leadership of the organization's support of agility fosters knowledge within the organization and thus increase innovation. On the other hand, supporting the leadership of the innovations will improve organizational performance that its feedback in organization, thereby increases the commitment to implement policies and to promote organizational agility.

## **2. Theoretical Framework**

In national cases, Asgari, PoursoltaniZarand and Moshiri (2014) in a study entitled organizational agility relationship with psychological empowerment in employees of the Department of Sport and Youth in Tehran Province showed that there is a positive and significant relationship between organizational agility variable and psychological empowerment variable and components of independence, effectiveness and sense of confidence. Also, there was no significant relationship between organizational agility and sense of competence and sense of meaningful components.

Mirzazadeh et al. (2014) has done a study entitled "the relationship between organizational intelligence and organizational agility in the General Directorate of Youth and Sports Khorasan Razavi", the results of this study suggest that the development of organizational intelligence in organizations will increase organizational agility power.

As for international investigations, Venter and Johnson (2014) in a study entitled "the relationship between marketing intelligence and strategic marketing among 166 marketing decision makers in organizations in South Africa" showed that there is an essential gap between importance and availability of key factors of marketing intelligence. The findings also show that the value of traditional marketing tools to the value of

some of the newer marketing tools in support of marketing intelligence for marketing decision makers brighter and suggest that the quality of marketing intelligence and especially information and communications technologies in the field, including areas that are in need of more attention. Leaving, Akmas and Metlo (2012) in a study entitled “assessment of marketing intelligence, and business features in the software industry”, among 156 respondents in Turkey (Istanbul) showed that in the Software, Inc. in four groups, and particularly new sectors, leaders and followers need to develop marketing strategies and increase their marketing intelligence. In addition, for all groups, according to customers as an important source of marketing intelligence is crucial. Osa (2014) in an article entitled “Marketing Intelligence as a strategic tool for competitive advantage in Nigeria” states that to address the problems of competitiveness, marketing intelligence and the adoption of appropriate marketing intelligence system is necessary for the organization. In a study by Puntovakis and Bouranta (2013) study of the effect of organizational agility culture on customer satisfaction with the mediating role of job satisfaction among employees in the service sectors (ports, supermarkets and car repair shop) was conducted, it was determined that the mediating role of job satisfaction on approved organizational agility culture and customer satisfaction. The indirect effect of organizational agility culture on customer satisfaction through employee job satisfaction will be stronger. Karayanni (2006) in their study explored the relationship of culture on the Internet and creating value in the creation of marketing intelligence organizations with regard to increasing the value of the Internet within organizations, to explore ways to achieve marketing intelligence through the Internet and create value for its parameters such as customer relationships, innovation, productivity and efficiency and this communication. The findings provide evidence that shows the Internet as a virtual business network came to life within organizations and the organizations have many opportunities ahead. It also specifies that the enterprise value depends on the category of organizational culture has a significant influence on it. Dishman and Calof (2008) in their study as competitor intelligence: a multi-phase marketing strategy to search for a way to formulating and structuring their marketing intelligence in organizations. The findings show the companies (Canadian) acculturation and great interest to intelligence structure in their organizations, but the real training for it is low. Neefe (2001) at the University of Wisconsin research has compared the relationship between organizational agility in the universities where Academic Quality Improvement Project (AQIP) have implemented (modern universities) and universities that have not implemented the project (traditional universities) do have given. The results showed that organizational agility in modern universities is higher than traditional universities. The importance of its dimensions (interpersonal skills, mental models, shared vision, team agility and systems thinking) with organizational intelligence in the form of hypotheses is presented below.

The aim of the study:

The present study seeks to examine the following main and minor components:

1. Examining the relationship between organizational intelligent and organizational agility.
2. Examining the relationship between organizational intelligent and organizational agility components (strategic vision, common vision, desire to change, sprite, unity, performance pressure)

#### **Main hypothesis:**

There is a positive significant relationship between organizational agility and organizational intelligence.

**H1:** there is a positive and significant relationship between strategic vision and organizational agility.

**H2:** there is a positive and significant relationship between common vision and organizational agility.

**H3:** there is a positive and significant relationship between desire to change and organizational agility

**H4:** there is a positive and significant relationship between sprite and organizational agility.

**H5:** there is a positive and significant relationship between unity and organizational agility.

**H6:** there is a positive and significant relationship between performance pressure and organizational agility.

### **3. Research Methodology**

The aim of this study is applied and the method of data collection is descriptive survey based on surveys and data collection tools, data questionnaires or interviews. This research is descriptive. The population of all the employees of Mashhad Municipality Department of Architecture and Urban Planning was 250 persons. According to Morgan - Krejcy (1972) samples table, 152 subjects were selected for data collection questionnaire organizational agility Neefe (2001). organizational agility and its components (individual skills, mental models, shared vision, team agility and systems thinking) based on standard questionnaires of Sharifi and Zhang (1999) are measured. The questionnaire is based on the five-point Likert that after necessary studies and consultation with academic researchers, five-point Likert (completely "Disagree 1 Disagree 2 No opinion 3, Agree 4, completely" agree 5) became the number 24 is questionable and in the following dimensions to evaluate organizational agility and its components deals, questions 1 to 6 (strategic vision), question 7 to 12 (common vision), questions 13 to 16 (desire to change), questions 17 to 20 (sprite) and questions 21 to 24 (performance pressure). The data collection tool for organizational intelligence was a 7-item of Albrecht Organizational Intelligence questionnaire (2003).

### **4. results**

To assess the reliability of the questionnaire using Cronbach's alpha coefficient for the questionnaire of organizational agility and organizational intelligence and its components, the results were 0.973 and 0.881, respectively. To assess the relationship between two variables, correlational method was used. It is worth mentioning that for all the data analysis, Lisrel software was used by which the variables of the study was modelled.

The relationship between the two variables to assumptions and significant correlation method will be used to evaluate the relationship. It should be noted that for all the calculations and tests conducted for the analysis of LISREL software, it is used (Lisrel) to delineate the structural model. The following variables according to the terms outlined model is a structural model. In this part, we test the hypotheses using Lisrel software.

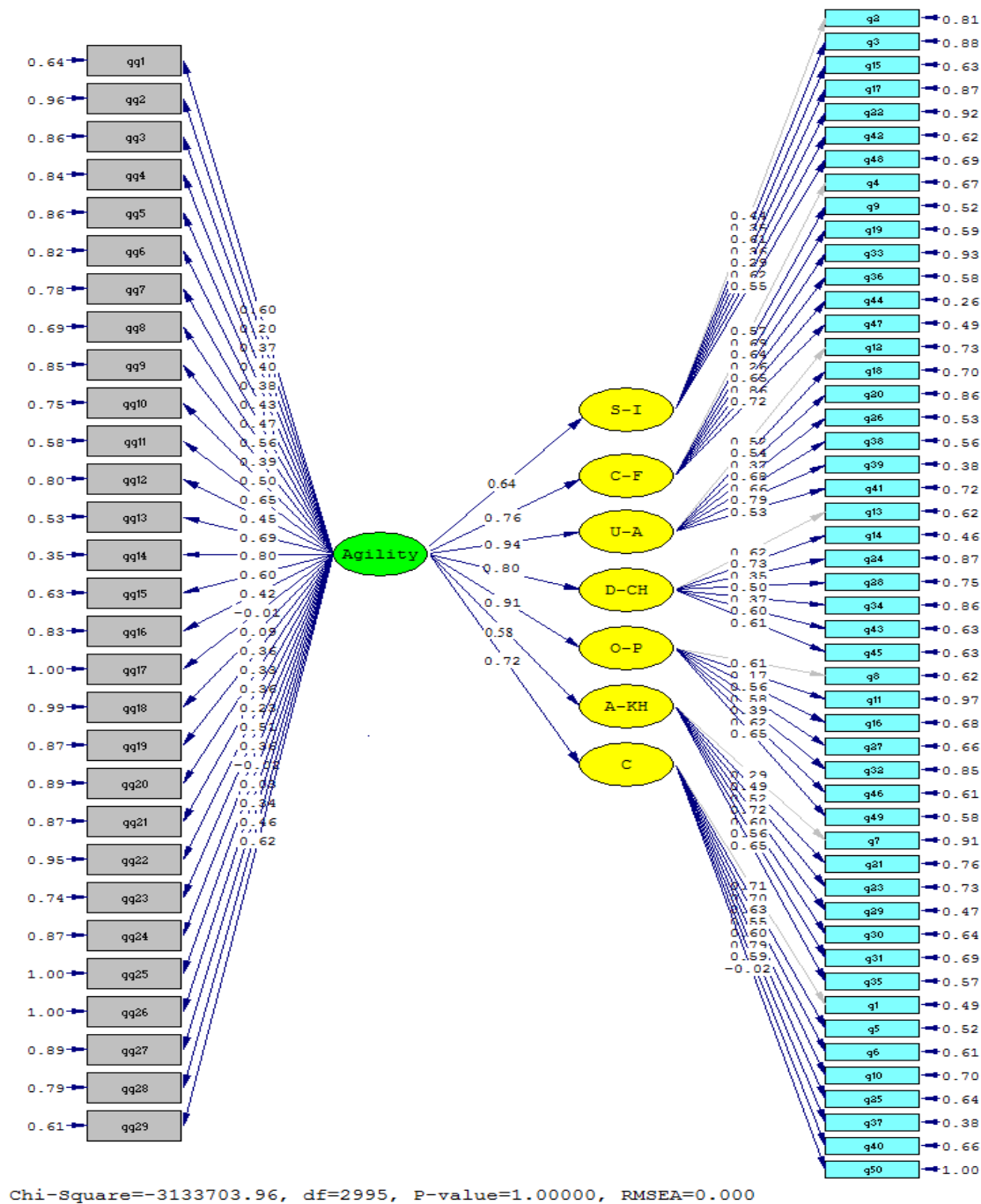


Figure 1. The structural model of research in standard mode

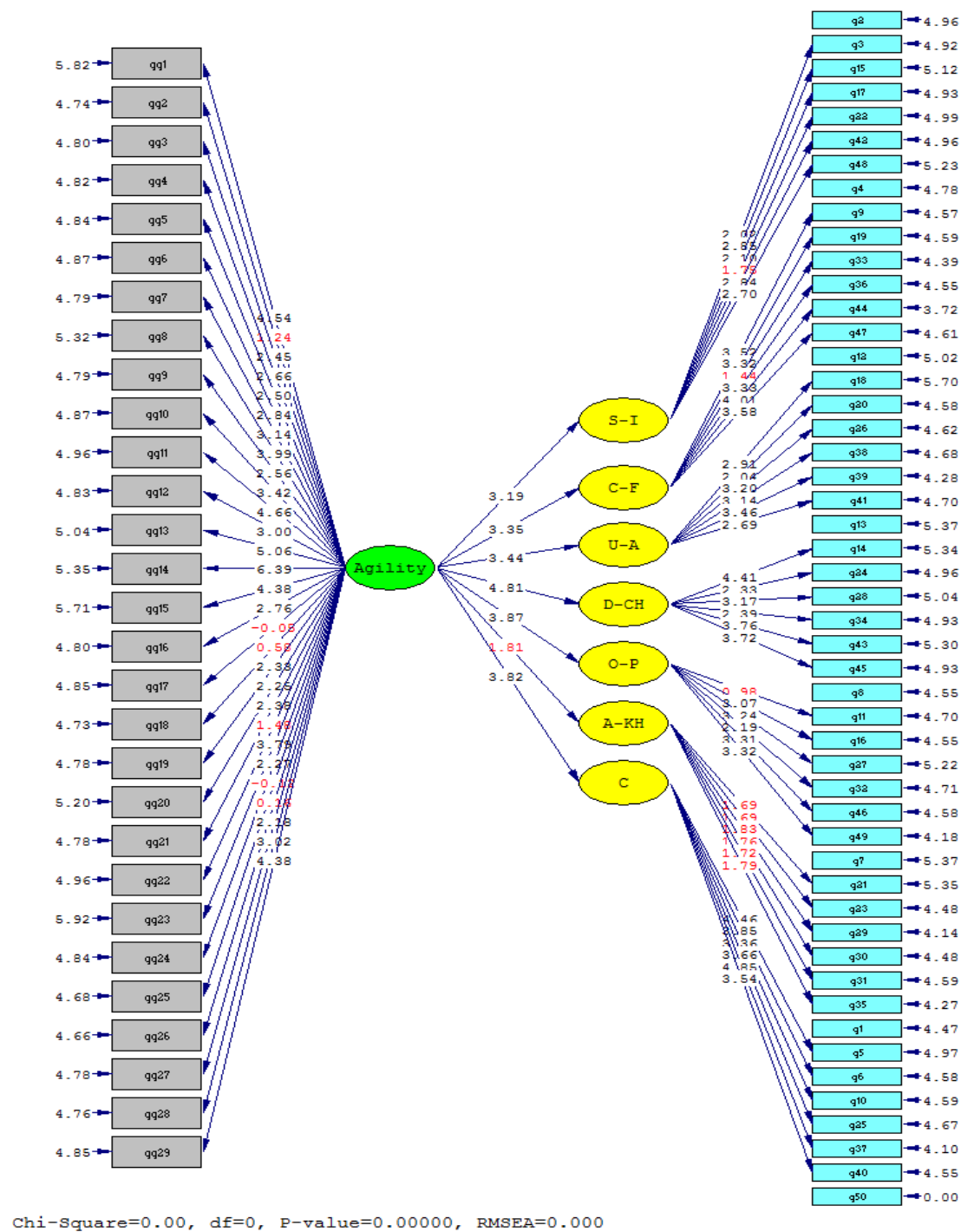


Figure 2. The structural model of research in significant mode

The following table shows path coefficients and variables. As it can be seen, the path coefficients for each of the six relationship is obtained significant 0.05 (t greater than 1.96 and t less than -1.96).

**Table 3. Results direct relationship model assumptions and significant coefficients**

Test result	Sig.	Path coefficient	sign	path
accept	3.19	0.64	Agility---S-I	organizational agility—strategic vision
accept	3.35	0.76	Agility---C-F	organizational agility—common vision
accept	3.44	0.94	Agility---U-A	organizational agility—desire to change
accept	4.81	0.80	Agility---D-CH	organizational agility--courage
accept	3.87	0.91	Agility---P-O	organizational agility—unity
reject	1.81	0.58	Agility---A-KH	organizational agility-applying knowledge
accept	3.82	0.72	Agility---C	organizational agility—performance pressure

## 6. Discussion and Conclusion

The results according to the relationship between the organization agility and organizational intelligence can be stated that all the components of organizational agility explaining suitable for organizational intelligence can be used to improve the intelligence of these components. Among the components of organizational agility components of mental models, shared vision has the highest correlation with organizational intelligence which suggests that those who want to learn more, have more inclination to learn and make more effort to change themselves their own apathy; therefore, this would indicate that the desire-to-change will lead to adaptation and learning more in harmony with the changes that this conformity and harmony will not be made but by agility in the organization, and especially organizational agility. Organizational agility, in itself can be necessary in order to keep providing the ground for organizational survival in the competitive world ever created, so we can consider desire-to-change as the most suitable component for organizational agility. Karl Albrecht (2003) argues that simply employing smart people with brain power can not guarantee the success and progress of the competition because when smart people gather in an organization, obtuse happens in organizations, because each of these clever people act individually and to conceptualize the truth and excellence of the organization, they underestimate the process since any intelligent person holds a lot of knowledge within themselves reluctant to share it with others. These individuals provide their performance of the organization, conditions and possibilities that may request an organization fails to provide a dynamic environment, utilizing the talent and intelligence to flourish and provide these workers. And a feeling of dissatisfaction and inequality will be formed and consequently that may not benefit the organization. One of these problems is that they reduce the level of commitment and organizational performance for dissatisfaction, reduce the amount of belonging and commitment to the organization. Engaging employees in vision and insights of organizations as well as constant communication with employees and managers, thereby exposing their objectives and organizational values, encouraging employees to work together and

trust in the organization, inform employees of changes in their environment and encourage the spirit of risk and variability, transparent and flexible operating principles and instructions, organization's attention to employee motivation factors and promoting the spirit of creativity and innovation in them and then paving the way for implementation of these innovations in the organization are among the factors that organizations can apply to upgrade their organizational intelligence. Also, due to the important role of organizational agility and knowledge creation on the correlation between organizational intelligence, it is recommended that space agencies to strengthen knowledge and enhancing employees' competency attempt. Rewarding creativity and innovation, encouraging the spirit of cooperation within the organization, providing training programs and exchange of knowledge between managers and employees, flexibility of the organization in applying the new policies and other factors will lead organizations to increase organizational knowledge creation. The results of the present study are coordinated and aligned with the results of H. Shirazi (2011), Nazbanisi (2010) and Khorshid (2012). With regard to the results of this study, proposals are presented to improve organizational agility.

According to the results of research and positive attitude towards organization agility through organizational intelligence to municipal staff, it is recommended by field training courses for municipal staff, awareness of the role of organizational agility is held.

According to the findings, the share of five factors: demographic and organization agility in organizational intelligence, it is recommended more research be done to enhance the literature and the results of this study.

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