

Review Article

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL INTELLIGENCE
AND THE EMPLOYEE'S EFFICIENCY OF TRAINING AND PHYSICAL
EDUCATION DEPUTY OF EDUCATION DEPARTMENT
IN WEST AZERBAIJAN**

***Rezaee Rasule and Najafzadeh Mohammadrahim**

*Department of Physical Education, Sport Management M.A, Tabriz Branch,
Islamic Azad University, Tabriz, Iran*

**Author for Correspondence*

ABSTRACT

The aim of this study was to evaluate the relationship between intelligence, organizational culture and employee productivity and Physical Education Department of Education deputy of West Azerbaijan is. Correlational research methods and statistical population of staff and deputy of West Azerbaijan and Physical Education Department of Education to the number 154 in the form. Morgan's sample using simple random sampling 113 students were chosen through. In data collected from the questionnaires, Denison organizational culture and productivity is used, the validity and reliability of the above has been confirmed in numerous studies. Data analysis showed that intelligence, organizational culture and employee productivity and Physical Education Department of Education deputy of West Azerbaijan relations are positive and significant. Among the components of intelligence, a shared vision, shared fate, a desire to shift, alliances and agreements with employee productivity and morale, and Physical Education Department of Education deputy of West Azerbaijan, and a significant positive correlation. But between application components and the pressure of performance and employee productivity relationship not was found. In between all the dimensions of organizational culture and employee productivity and Physical Education Department of Education deputy of West Azerbaijan significant positive relationship was observed. In addition, both the regression parameters and cultures Szamany intelligence are able to predict employee productivity.

Keywords: *Organizational Intelligence, Organizational Culture, Productivity, Physical Education Department of Education Deputy*

INTRODUCTION

In today's complicated organizations, Organizational intelligence will be a combination of both human and artificial intelligence. Undoubtedly, organization managers will have no choice other than using these two intelligent flows for mobility and the increase of their organization efficiency and productivity (Vaseti, 2007).

Also, organizational culture plays a major role in monitoring and controlling of today's organizations. In the reconstruction process, an important part of the plans are devoted to the transformation and development of organizational culture (Gordon, 1991). Proper attention to organizational culture is a key to the success of the organization and organization can advance in the superior level through providing the right organizational culture (Hofstede, 1990). Therefore, Education organizations cannot be considered without the organizational culture. The organizational culture of these organizations can be investigated according to their impact on the education and development of children in all communities. Concerning the efficiency which is one of the main variables of this study, we should note that is the main objective of any organization is to achieve optimum efficiency. In optimum efficiency not only an organization's management pays attention to the physical and mental health of employees, but also provides a situation in which the operator of each job tries to reach the high personal and professional effectiveness with satisfaction, no sense of compulsion and fear of punishment and use all his potential cognitive, emotional and behavioral abilities (Saatchi, 1997). Therefore, the mission of the Educational

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organizations is the use of the experiences, talents and the intellectual ability of human resources especially their own teachers (Karamipour, 2003) in order to increase the required efficiency.

In particular, understanding the nature of organizational intelligence in the areas of leadership and development enables organizations to assess their ability for survival, development in the surroundings and effective plan and implementation of organizational interferences in the way of organization goals (Stalinski, 2004). The improvement and promotion of organizational intelligence leads to greater coordination of plans and programs, the improvement of decision-making and innovation, the promotion of job performance and the increase of long-term prospects of organization (Veryard, 2012).

The other variable presented in this study is the organizational culture. Organizational culture is focused on as a key variable in any organization. The employees and staff of organization have a subjective judgment of factors like autonomy and independence, the type of structure, method of remuneration, intimacy, manager's support and the receptive level of conflict by organization's management. This interpretation of the concept of organization cause organizational culture takes a special form with its personality (Robbin, 1995). When an organization has a clear picture of its own mission and values, it will have a strong base for developing its management and coinciding it with real mission and values (Blanchard and Ocaner, 2003). In recent years, management scholars have come to believe that the success of well-doing is in the powerful intangible factors, their organizational culture and their employee's values and beliefs (Cameron, 1999). Therefore, the mission of educational organizations is the use of the experiences, talents and the intellectual ability of human resources specially their own teachers (Karamipour, 2003) in order to increase the required efficiency. In any organization, in addition to great and creative resources of human intelligent, there are other factors which play an important role in the process of organization's performance. it is not enough for organizations strive to identify the intelligence of smart people by the use of the various measurement tools, since the employees may be very smart and capable to do great things, but this is their collective intelligence that cause they do great activities (Ruhan, 2009). Therefore, organizational intelligence has been introduced as an important and essential strategy to maintain competitive advantage and as a necessity to achieve higher efficiency in organizations. Smart organizations can increase their mental as well as their physical ability. The smartest organizations act based on the principle of "never good is good enough" (Halal, 2006).

Since the issue of organizational intelligence has supported access to knowledge in organizations for addressing smart organizations and also has aided investigation of the relationship between organizational intelligence, variables and internal and external factors, is an important step to improve efficiency and effectiveness and increase organizational efficiency (Akgun, 2006).

Baradarzade (2012) in a research titled "Designing the relationship model between self-efficacy, organizational intelligence and organizational commitment of employees in Youth and Sports Ministry" showed that self-efficacy impacts on organizational intelligence of employees in Youth and Sports Ministry with path coefficient of 0/76.

Poshtperry (2012) in a study titled "the relationship between organizational intelligence and job satisfaction with teacher's performance in high schools of Bastak city" concluded that organizational intelligence and its components have a positive and significant relationship with teacher's performance.

Abrahami (2013) in a study titled "Measuring the impact of organizational intelligence on employee's performance (A Case Study of the National Bank of Iran in Tehran)" concluded that the rank of organizational intelligence in the National Bank of Iran is in the average level.

Also he concluded that among seven components of organizational intelligence, two components are lower than the average level and five components are in the average level, which are effective on employee's performance.

Cakir and Ada (2008) conducted a research titled "Can we develop the organizational intelligence of administrators and teachers through in-service training?" in elementary school of Turkey. The results of study showed significant differences in organizational intelligence before and after the workshop. Therefore, it can be concluded that the organizational intelligence of administrators has increased with in-service training.

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Falleta (2008) in a study titled “organizational intelligence and job satisfaction in Australian schools” concluded that the cases such as improving the relationship between students and school’s authorities, fostering decision-making ability of administrators, decreasing tension and orienting toward honesty promotes the quality of schools. In fact, the organizational intelligence and leadership ability creates the mutual trust between employees.

Spector (2008) in a study titled “the effects of organizational intelligence on leadership efficiency in organizations” concluded that organizational intelligence has fifteen main factors that are very beneficial in the promotion of organization quality and leadership. Rohani (2011) conducted a research titled “analyzing the dimensions of organizational culture and its impact on employee’s empowerment based on Denison model (A case study of Iran Mercantile Exchange Co.). the obtained results showed that Denison’s organizational culture which was evaluated with four dimensions of engaging in work, consistency, adaptability and mission impacts on empowerment dimensions including feelings of meaningfulness, a sense of competence, choice right and sense of effectiveness.

Imani *et al.*, (2011) in a research titled “the investigation of the relationship between organizational culture and organizational effectiveness from the perspective of Secondary School administrators in Bandar Abbas city”, concluded that there was a significant relationship between organizational culture and effectiveness. Also there is significant relationship between the dimensions of organizational cultural and effectiveness. Liu (2010) in a study titled “the investigation of the relationship between organizational culture and organizational effectiveness in the Western Cape banking industry”, which used six organizational bank as sample confirmed the findings of Denison model that organizational culture impacts on effectiveness. Muya and Wesonga (2012) conducted a study titled “the investigation of the effect of organizational culture on the performance of educational institutions. The results indicated that there was a close relationship between organizational culture and performance.

Zakaki and Poku (2013) did a study titled “organizational culture and organizational performance in the banks of Ghana as a developing country”. The instrument used was the questionnaire of Denison Organizational Culture. The statistical sample consisted of 9 banks and 256 respondents. These results indicated that there was a significant difference in organization significant l culture of banks. Also, it was observed that among all the components, there is significant relationship between organizational culture and employee’s performance. This relationship was significant among banks which had innovative organization. Khodadadi *et al.*, (2011) in a study titled “the relationship between organizational intelligence and manager’s efficiency in physical education offices in East Azerbaijan province” showed that there is positive and significant relationship between all components of organizational intelligence, general organizational intelligence and efficiency. Finally, the results of stepwise regression analysis showed that among the components of organizational intelligence, desire to change, spirit, and knowledge application can predict efficiency significantly. Karam (2011) conducted a study titled “the investigation of the relationship between manager’s organizational ethics and organizational effectiveness of high schools in Babolsar city”. One of the results of this study was that there was no significant difference in efficacy based on gender.

Rinuldtedi (2000; as cited in Rezaai, 2006) in a study titled "The role of manager’s leadership style in improving schools effectiveness” indicated that those managers who do not follow a specified program to guide the behavior of their subordinates and don’t have the authority to lead them have the least effectiveness and those managers who use legal authority and influence in subordinates to achieve the goals of school are more effective. They also believed that when school effectiveness and teacher effectiveness are combined, they create an effective force for the formation of a complete correlation between multiple variables that can be observed at different levels of school effectiveness patterns.

MATERIALS AND METHODS

Research Methodology

The present study is considered as applied researches concerning purpose and is regarded as descriptive-correlation studies concerning data collection. Considering that organization intelligence and

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organizational culture are predictive variables, the relationship between this predictive variable and main variable which is the employee's efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. The statistical population (n=154) of this study includes all the employees of Training and Physical Education Deputy of Education Department in West Azerbaijan, who were selected according to statistic center of this department in 2014. Based on gender, there were 118 male and 36 female in the study. The sample size was 113 subjects by the use of Morgan and Kerjesi tables. These subjects were selected by simple random sampling method. Measurement tools of this study were the questionnaire of organizational intelligence consisting of 49 items in Likert scale with five options and seven components. Satari-e Ghahfarrokhi and Zamanian (2006) translated this questionnaire into Persian language and reported that its face validity is confirmed. Also, the reliability of questions was reported to be equal to 0.93 through a tool (2006) by the calculation of Cronbach's alpha coefficient. To measure organizational culture, Denison's standardized questionnaire which contained 60 questions and converted qualitative values to quantitative ones.

Ghorbani *et al.*, (2009) used the statistical method of Cronbach's Alpha to test the reliability of Denison's questionnaire. The total reliability of organizational culture questionnaire was 0.95. in efficiency part, Hersey and Blanchard questionnaire was used, which its reliability was, reported 0.89.

Table 1: Kolmogor of-Smirnov test-data normality test

Variables	Mean	Standard deviation	Kolmogorof-SmirnovZ	Significance level
Organizational intelligence	177/96	21/34	1.13	0.151
efficiency	110/44	13/18	1.15	0.104
Organizational Culture	209/07	25/46	1.21	0.107

As shown in Table 1, since the significance level is more than 0.05 in Kolmogorov-Smirnov test, the distribution is normal in the variables of organizational intelligence, organizational culture and efficiency. There is relationship between organizational intelligence and employee's efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

To examine this test, Pearson correlation coefficient was used.

Table 2: Pearson correlation coefficient between organizational intelligence and efficiency

Variables	Number	The correlation coefficient	Significance level
Organizational intelligence efficiency	113	0.721	0.001

According to Table 2, the correlation coefficient is 0.721. Also, the significance level is less than one percent. Therefore, there is relationship between organizational intelligence and employee's efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. There is relationship between organizational culture and employee's efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient is 0.291. Also, the significance level is less than one percent. Therefore, there is relationship between organizational culture and employee's efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between organizational culture and organizational intelligence with employee's efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, f is equal to 63.92, which is in the significance level less than one

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percent. Therefore, there is relationship between organizational culture and organizational intelligence with employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between shared view and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

To examine this test, Pearson correlation coefficient was used.

Table 3: The Pearson correlation coefficient between shared view and efficiency

Variables	Number	The correlation coefficient	Significance level
Shared view efficiency	113	0.591	0.001

According to Table 3, the correlation coefficient was obtained 0.591. Also, the significance level is less than one percent. Therefore, there is relationship between shared view and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between shared fate and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the results of table, the correlation coefficient was obtained 0.648. Also the significance level is less than one percent. Therefore, there is relationship between shared fate and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between tendency toward change and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient was obtained 0.828. Also, the significance level is less than one percent. Therefore, there is relationship between tendency toward change and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between union and agreement with employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

According to the obtained results, the correlation coefficient was obtained 0.719. Also, the significance level is less than one percent. Therefore, there is relationship between union and agreement with employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between morale and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

According to the obtained results, the correlation coefficient is 0.379. Also, the significance level is less than one percent. Therefore, there is relationship between morale and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between knowledge application and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient is 0.164. Also, the significance level is less than one percent. Therefore, there is relationship between knowledge application and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between performance tension and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient is 0.027. Also, the significance level is less than one percent. Therefore, there is relationship between performance tension and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between engaging in work and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient is 0.256. Also, the significance level is less than one percent. Therefore, there is

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relationship between engaging in work and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between compatibility and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient is 0.203. Also, the significance level is less than one percent. Therefore, there is relationship between compatibility and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between adaptability and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. According to the obtained results, the correlation coefficient is 0.231. Also, the significance level is less than five percent. Therefore, there is relationship between adaptability and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

There is relationship between mission and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. To examine this test, Pearson correlation coefficient was used.

Table 4: Pearson correlation between mission and efficiency

Variables	Number of	The correlation coefficient	Significance level
Mission efficiency	113	0.269	0.004

According to Table 4, the correlation coefficient was obtained 0.269. Also, the significance level is less than one percent. Therefore, there is relationship between mission and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan.

According to the obtained results, the correlation coefficient is 0.269. Also, the significance level is less than one percent. Therefore, there is relationship between mission and employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. Each of the variables of organizational intelligence, organizational culture contribute on the employee’s efficiency of Training and Physical Education Deputy of Education Department in West Azerbaijan. To test this hypothesis, the stepwise regression model is used. In this analysis, the predictive variables, namely, organizational intelligence and organizational culture are entered into consecutive steps in order to determine their prediction level for each of the changes in employee’s efficiency. The obtained results show that the variables of organizational intelligence and organizational culture variables in the model are able to predict the dependent variable.

Discussion

The stated problem of this research was that educational organizations are not immune to changes and are forced to adapt themselves to environment in order to survive and develop. In recent decades, these changes have created challenges for managers of educational institutions and have led them to use their own methods and tools to tackle the challenges such as the decrease in the employment rate of graduates, the increase in the number of learners, the demand for the effectiveness of. Also, by considering the importance of organizational culture, the time consuming and expensiveness of supplying qualified and efficient human workforce, the important role of organizational culture in the success of physical education and the neglect of most educational administrators, doing research in these issues and their dissemination will be a first step towards explaining this concept. Therefore, the researcher of this study attempted to prepare a study in order to investigate the relationship between organizational intelligence, organizational culture and employee’s efficiency of Training and Physical Education Deputy. About the significance of doing this study it should be noted that owing to the fact that training and physical education deputy is considered as the most important provider of training and physical education services to students and student’s parents have high expectation from this organization, therefore, the investigation

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of the relationship between organizational intelligence, organizational culture and employee's efficiency of Training and Physical Education Deputy can help to administrators to identify the weakness for presenting desired services to citizenships and students. Considering the obtained results, it is suggested studies to be done on the relationship between organizational culture and administrator's empowerment, organizational intelligence and its relationship with other variables such as the level of employee's participation and responsiveness, and investigation and analysis of the factors affecting the efficiency of managers, such as management style, emotional intelligence and etc.

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