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**PROVIDING A MODEL FOR THE EFFECT OF ORGANIZATIONAL
IDENTITY AND ORGANIZATIONAL INTELLIGENCE ON
ORGANIZATIONAL EFFECTIVENESS IN SPORTS ORGANIZATION**

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ABSTRACT

The goal of this study is to provide a model of the effect of organizational intelligence and organizational identity on organizational effectiveness. Thus, the study is of an analytical and modelling type that was conducted via survey method. The statistical population for the study consisted of the managers of the sports organizations across the country. The statistical population size for the study was 700. 245 individuals were selected as the study's statistical sample using cluster sampling. To determine the population size, Cochran's formula was used. Measurement tools for the study included the questionnaires of organizational intelligence (0.81), organizational identity (0.92) and organizational effectiveness. Descriptive and inferential statistical methods using SPSS and LISREL software were used. Results show that there is a significant positive relationship between organizational intelligence, organizational identity, and organizational effectiveness. Besides, the study's suggested model had a suitable fit (RMSEA=0.048, GFI=0.903, AGFI=0.90). In general, it should be admitted that since attention to strategic view in an organization leads to coherency of the organization, proper planning in sports organizations is necessary to enhance organizational intelligence, organizational identity, and organizational effectiveness, as clearer perspectives can better be perceived for the country's sports.

Keywords: Organizational Effectiveness, Sports Organizations, Structural Equation Modeling, Organizational Intelligence, Organizational Identity

INTRODUCTION

Today's communities are called organizational communities, because in these organizations, people are in connection with different organizations in what they do, as it makes part of the people's daily lives. Obviously, the eminence, progress, and evolution of the society are impossible without human societies (Gholi *et al.*, 2011). Since one of the essential characteristics of contemporary age is the increasing changes of human knowledge in various organizational fields (Tabarsa *et al.*, 2011), intelligence is defined as the ability to learn, reason, and understand (Lord & Dhondrick, 2011), and it plays a significant role in social structure. Intelligence refers to one's ability to evaluate and control one's knowledge regarding environmental data and to reconstruct new knowledge and to transform data to experiences and achieve goals effectively and efficiently (Kesti *et al.*, 2011). Albrecht (2009) states that organizational intelligence refers to an organization's potential and capacity to motivate the organization's mental ability and focus on this ability to achieve organizational mission. Today, it can be claimed with certainty that using organizational intelligence can increase an organization's competitive power and distinguish it from other organizations. Also, Sarabia (2007) argues that organizational intelligence is an organization's ability to create and employ desired knowledge in adjustment with environmental circumstances and an organization's capacity in moving its mental power and focusing this mental power is effective in realizing the organization's mission. That is because improving organizational intelligence is necessary to enhance innovation capacity. Therefore, managerial activities and practices must be focused on organizational intelligence with the purpose of the organization's survival. From among the benefits of organizational intelligence, the following can be noted: helping managers to evaluate the whole

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organizational system's capacities, understanding correlation patterns between the organization and outer environment, identifying organizational and spatial strengths and weaknesses for organizational change, strong leadership and higher productivity (Albrecht, 2009). Given the results of various studies in organizational domains e.g. Tabarsa *et al.*, (2011), it has been suggested that there is a very strong causative relationship between organizational intelligence and organizational learning and knowledge creation. Besides, Fink and Yolles (2011) considered understanding of organizational intelligence as the elements constituting normative personality and state that organizational intelligence can affect organizational performance. In this regard, organizational intelligence consists, according to Albrecht's view, of seven dimensions: strategic view, which refers to the capability of creating, reasoning and expressing an organization's goal; common fate, stating that all people in an organization, including beneficiary agents such as suppliers, partners and sometimes the family of the organization's members must know what their mission is; tendency to change, which indicates challenges and is considered an opportunity for new and exciting experiences and a chance for achieving something new; courage, which involves satisfaction for doing something beyond specified standards; unity and agreement, which is consistency on main organizational principles and laws; application of knowledge: today various corporations end up in success or failure due to effective use of knowledge, information and data; performance pressure, which means to have a feeling of what has to be achieved and to be aware of the durability and validity of one's goals (Albrecht, 2009).

Organizational identity is considered an essential factor in organizational life. Organizational identity tries to answer the question of "who we are, as an organization?" Therefore, those personnel have the same feeling of identity as their organization, show positive and useful behaviors towards their environment (Bergami and Bagozzi, 2000). Riketta (2005) suggests that organizational identity is in connection with many behaviors, perspectives, and variables of working situation. Identifying organizational identity and trying to develop and strengthen it is important for managers, as identification of individuals with the organization leads to decreased job abandoning of workers, increases behaviors that are consistent with and in line with the organization's goals and eventually, it helps realize the organization's targets (Gholi *et al.*, 2011). An individual might have national, religious, tribal, categorical, and political identity at the same time. These identities don't remain constant and intact and they are always in a state of variation and reconstruction and tend to be observed and confirmed (Bartels *et al.*, 2006). Organizational identity proceeds strategy and enables the members to choose strategic direction of the organization, accept it and have response ability against environmental changes (David, 2000), and identity determines a concept to describe the relationship of an individual with the organization in which he/she lives. Thus, Aghaz and Hashemi (2012) suggest that personality traits influence personnel's feeling of identity regarding the organization.

Authors have defined organizational effectiveness as to the degree and extent of securing goals (Rahimi *et al.*, 2012). In general, in an organization, it is not that easy to calculate effectiveness and various criteria and methods have been suggested for measurement of organizational performance (Nazari *et al.*, 2012). Developing qualification will enhance work time effectiveness, and increased work time effectiveness, will enhance other criteria of organizational effectiveness. Besides, it should be noted that transformational leadership affects organizational effectiveness directly and also through organizational culture (Shekh and Tojari, 2013). In fact, inner satisfaction, happiness, and persuasion are personnel's motivation and affect efficiency and effectiveness within an organization to the highest extent of productivity (Manzoor, 2011). In this regard, Nazari and Nasri (2014) suggest that communication skills affect organizational effectiveness through inter-personal relationships (interpersonal relationships with inferiors) affect organizational effectiveness. Also, Ardalan *et al.*, (2012) suggested that there is a relationship between knowledge leadership, organizational intelligence and organizational effectiveness. Given the significance they have to keep health, mirth, and efficiency of manpower in a society, sports organizations need to make use of up-to-date knowledge. Organizations must possess organizational intelligence and their personnel must obtain a coherent identity from their organization. This indicates the importance of evaluating and measuring organizational intelligence and organizational identity.

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Therefore, it appears that organizational identity directly affects organizational intelligence and organizational intelligence might be effective within organization in all levels of the organization for effectiveness and efficiency of the organization. Hence, identifying the relationship between organizational intelligence and the effect it has on organizational effectiveness, can facilitate the organization’s path to pre-determined goals. Given the above discussion, a question is whether intelligence in sport organizations can be recognized as a factor affecting organizational identity. Also, can organizational identity and organizational intelligence affect organizational effectiveness?

MATERIALS AND METHODS

Methodology

The study type was of correlation studies that were conducted via field research. In terms of goal, it is considered among practical studies. Besides, data collection method is via field method and using questionnaire. Statistical population for the study was deputies and managers of the Ministry of Sports and Youths, general managers of provinces and their deputies, managers of the National Olympic Committee, and managers of sports federations of Iran. According to information obtained from recruitment center of the abovementioned organizations, the statistical population size for this study was estimated about 700. The statistical sample was selected via stratified sampling from the statistical population. To determine the population size, Cochran’s method with allowable error of 0.05 was used. Population size was calculated to be about 245. In this study, in addition to demographic questionnaire, three other standard questionnaires were used. The first was Albrecht’s organizational intelligence (2009) with strategic perspective, common fate, tendency to change, courage, unity and agreement, application of knowledge, and performance pressure. Second, Annette *et al.*, (2006)’s questionnaire of organizational identity with dimensions of organizational coherence, strategic knowledge, tools and support, managerial quality, internal communications, expansion and dynamism. Third, the questionnaire for organizational theoretical organizational effectiveness and occupational satisfaction. These questionnaires were used as measurement tools of the present study. For all the three questionnaires, reliability was calculated using retesting, where Cronbach’s alpha coefficient was 0.91, 0.92, and 0.81 respectively. Also, face validity was confirmed by experts. Besides, using coefficient of agreement, views of 10 sports management instructors were received, suggesting the confirmation of the content validity of study tools. In the present work, descriptive statistics (frequency percentage, mean, and standard deviation) and inferential statistics (correlation coefficient and structural equation modeling) were used. All the data were analyzed using SPSS 19 and LISREL 8.54.

RESULTS AND DISCUSSION

Results

According to the results obtained from descriptive statistics, about 24 percent of Iranian sports managers are women and about 76 percent are men. Also, 85 percent of managers have a BS degree, 14 percent MS degree and only one percent, who in top positions, have PhD degree. In inferential statistics, before considering the study’s hypotheses, Kolmogorov Smirnov test was first used for normality and for variance homogeneity, Levene’s test was used ($p \leq 0.05$).

Table 1: Pearson’s correlation test to determine relationship between sports organizations

Main variables of the study	Pearson’s statistic	Frequency	Level of significance
Organizational intelligence and organizational identity	0.48	66	0.001
Organizational intelligence and organizational effectiveness	0.52		0.001
Organizational identity and organizational effectiveness	0.48		0.001

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Based on the obtained results, statistical sample of the study followed a normal distribution and variables of the study had homogeneity of variances.

According to the above table, level of significance is less than 0.05. That is there is a significant relationship between intelligence and identity, between intelligence and effectiveness, and eventually between identity and effectiveness. Given the fact that the obtained correlation coefficient is positive, it could be stated that as independent variables increase, dependent variables also increase.

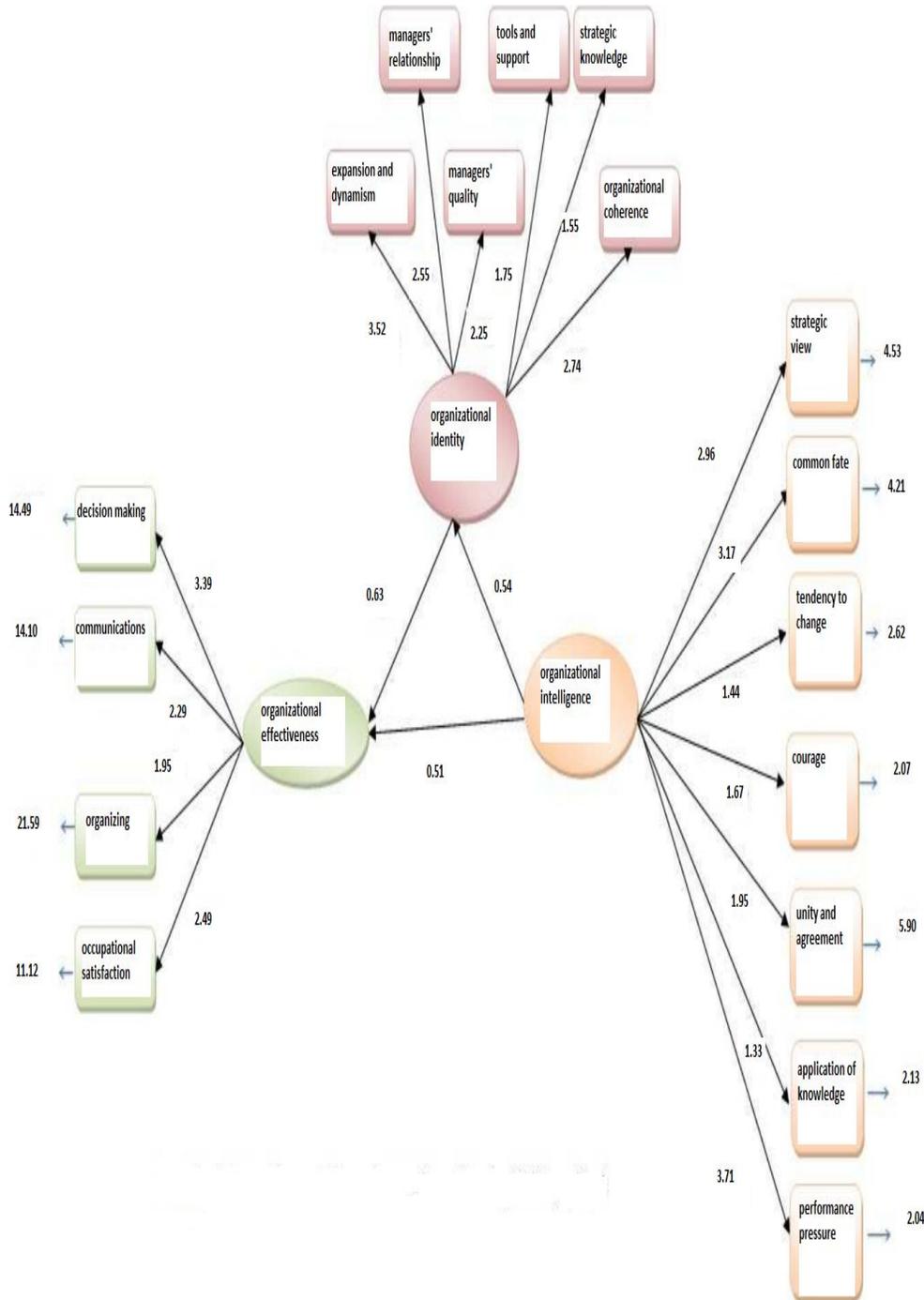


Figure 1: Model for analysis of pattern path: the effect of organizational intelligence and organizational identity on organizational effectiveness

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Figure 1 (a measurement model to analyze pattern path) shows the effect of organizational intelligence and organizational identity on organizational effectiveness of sports organizations when standard estimations are applied. Approximation results of the following section suggest the fitness of the model.

Table 2: Goodness of fit criteria of the study’s conceptual model

Criterion	Values	State of the criterion
Chi-square criterion	193.98	Appropriate state in terms of difference between data and model
Df	78	Fit because it must not be less than zero.
P-Value	0.011	The figure implies fitness of the model.
RMSEA	0.048	It must not be over 0.08. The figure suggests fitness of the model.
GFI	0.903	Fitness of the model
AGFI	0.90	Fitness of the model
NFI	0.90	Fitness of the model
CMIN/DF	2.47	Desirable when between 2 and 3

Results of table 2 suggest that the ratio of chi-square to degree of freedom (CMIN/DF) is 2.47, goodness of fit index (GFI) is 0.903, and the RMSEA criterion is 0.048. These are in an acceptable level. That is the model for the present study has a desirable fit; the factor structure assumed for it is acceptable and has a suitable fit. The ratio of chi-square to degree of freedom is highly dependent on population size, and bigger sample increases chi-square quantity to more than what can be attributed to wrongness of the model. The ideal is for chi-square value to have two significance levels of more than 0.05 or the ratio of chi-square to degree of freedom is between 2 and 3. The values for the comparative fit indices of GFI and NFI vary between 0 and 1. As these values approach 1, the model’s goodness of fit for the observed data is greater. The values equal to or higher than 0.90 are considered as an appropriate criterion of the model. Adjusted goodness of fit index (AGFI) for models with good fit is higher than 0.90. Root mean square error of approximation (RMSEA) for good models is below 0.08. Given the LISREL output, the value of chi-square is 193.98 which is relatively high. The low value for this criterion shows little difference between the study’s conceptual model and observed data of the study. Also, the output shows RMSEA of 0.048 for the model. The lower this criterion is, the better fitness the model has. In other words, the model has a good fit which implies the verification of the path analysis of the effect of organizational intelligence and organizational identity on organizational effectiveness of sport organizations under consideration.

Conclusion

This study was conducted with the goal of considering the relationship between organizational intelligence, organizational identity and organizational effectiveness. Results showed that there is a positive and significant relationship between organizational intelligence and organizational effectiveness of sports organizations, and as organizational intelligence increases, organizational effectiveness of sports organizations also increases. These results are in agreement with findings of Ardalan *et al.*, (2012), which pointed out that there is a positive and significant relationship between organizational intelligence and organizational effectiveness. From among the criteria of organizational intelligence, the criteria of unity and agreement, strategic view, and common fate have, in order, the highest effect on prediction of organizational effectiveness. Beik *et al.*, (2010) showed that a positive and significant relationship is observed between the criteria of common fate, morale, and managerial performance. Their result is in agreement with ours in that as common fate increases, morale, and effectiveness increases too, and as it decreases, effectiveness decreases too. Organizational intelligence refers to an organization’s capacity to make whole use of its mental force and focusing it on accomplishing the organization’s mission. To maximize organizational intelligence means to increase an individual’s abilities and capabilities, increase effectiveness of communications and secure goals. It appears that attention to the expression of goals and strategic missions clearly, emphasis on cooperation and teamwork, concentration on solving existing

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challenges within organization, attention to the necessity of change and evolution, supporting personnel’s performance, human and emotional communications of managers with employees of sport federations that are components of organizational intelligence lead to increased organizational effectiveness and correlation between organizational intelligence and organizational effectiveness.

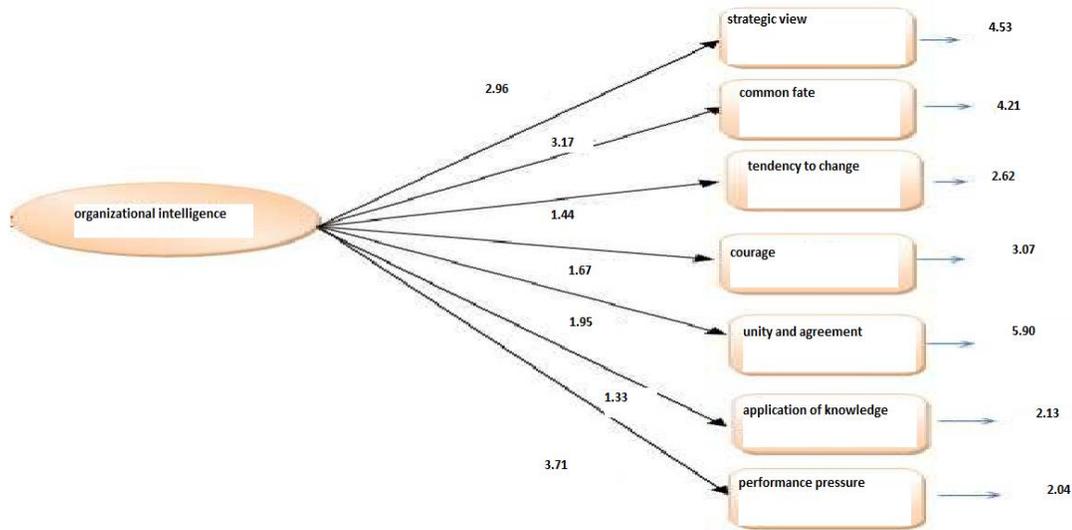


Figure 2: Suggested organizational intelligence model

Priority of each of organizational intelligence areas was determined as follows: strategic view, common fate, tendency to change, courage, unity and agreement, application of knowledge, and performance pressure, which, in order, play big roles in organizational intelligence. This model is consistent with that of Albrecht (2009), in which he set the order of organizational intelligence components from view to performance pressure in one continuum.

In the model of organizational identity measurement, in case of standard estimation, results imply fitness of the model based on the analysis of the organizational identity model.

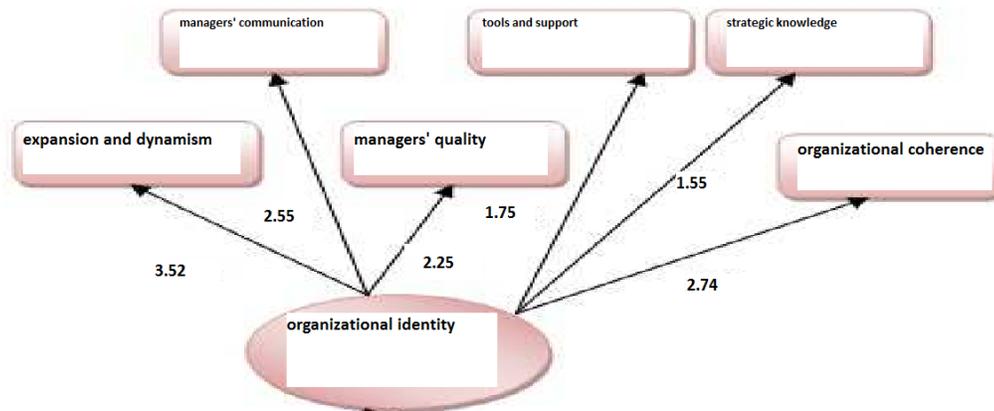


Figure 3: Suggested model for organizational identity

Hence, practices such as providing required training to people and making use of personnel-improvement programs affect formation of organizational identity. Inner communications of an organization can be

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considered as one of the intra-organizational factors affecting the formation of organizational identity. Therefore, by improving the quality of intra-organizational communications or in other words, communicational atmosphere dominating the organization and paying attention to them through organizational and social support, certain conditions can be provided in which individuals have a better feeling of identity with their organization.

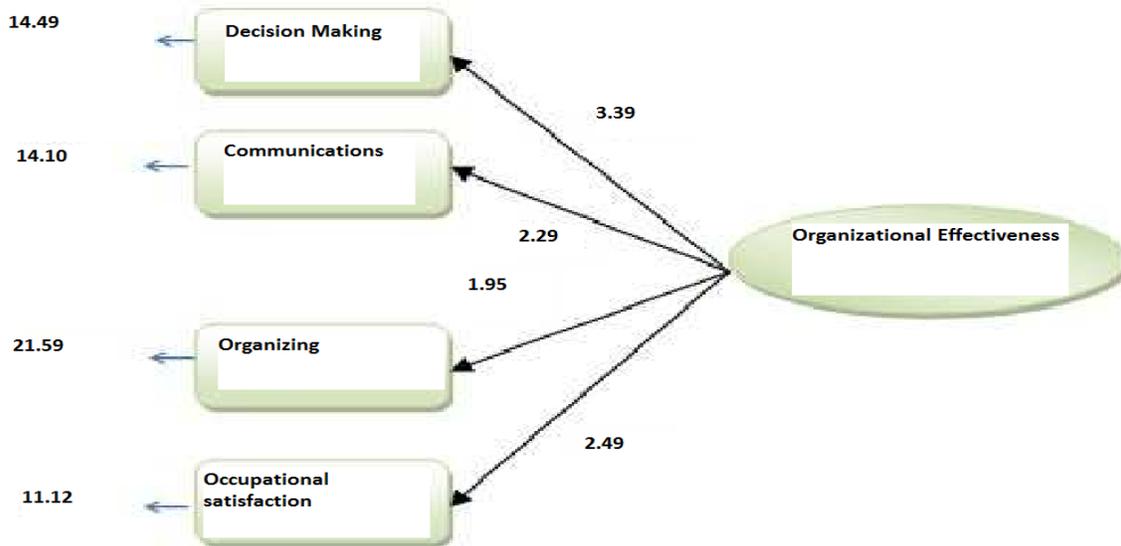


Figure 4: Suggested model of organizational effectiveness

A positive and significant relationship exists between organizational identity and organizational effectiveness of sports organizations and as organizational identity increases, the effectiveness of sports organizations increase too. Each organization, like humans, has an identity. Identity is a collection of attributes which is different from organization to organization. Potential benefits of strong and robust organizational identity are numerous. Organizational identity plays a considerable role in forming public opinion and improving organizational picture in community level and this issue influences managers in making appropriate and effective strategic decisions with the aim of promoting the organization’s condition. The theory of organizational identity states that dependency and attachment of individuals to their organizations will have the effect that they define themselves based on organizational features. In other words, they will see their identity in the heart of their organization. Organizational identity can have behavioral, emotional, and cognitive consequence such as job satisfaction, decreased motivation for job abandoning, and desired civil organizational behaviors, which lead to increased organizational effectiveness. The findings of this section of the study is consistent with those of Allahyari *et al.*, (2011), in which they have considered organizational intelligence as affecting civil organizational behaviors. Hence, organizational identity, because of creating inner motivations in individuals, can be among ultra-functional predictors. Therefore, presumably, individuals who better understand their organizational identity will have a higher insight into organizational effectiveness. Since senior organizational managers play a considerable role in forming organizational identity, their ability to make appropriate and effective strategic decisions to improve the organization’s state, and also their proficiency, credibility, reputation, and expertise will have the result that personnel better identify with their organization. Practices such as holding training courses special to managers and familiarizing them with methods, techniques and skills of decision making lead to improved managerial ability in making strategic decisions, especially in critical situations. On the other hand, avoiding biased, one-sided and prejudicial practices in choosing managers, study and consideration of their performance in earlier occupations and positions and

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considering their reputation and credibility in community level with the purpose of suitable and worthy selection and determination of pivotal characteristics and features intended in organizational identity will have the result that selection of managers is done based on their fitness with these characteristics and a context for formation of coherent and robust organizational identity is created. Strong and robust organizational identity is accompanied with high organizational effectiveness. In the organizational intelligence measurement model in standard estimation state, the results imply fitness of the model based on the analysis of the model for organizational intelligence. The priority of each of organizational identity areas was determined, in order of importance, as follows: organizational coherence, strategic knowledge, tools and support, managers' quality, managers' communication, and expansion and dynamism. This model is in agreement with that of Annette (2006) in which he considered constituent components of organizational identity as organizational coherence, strategic knowledge, tools and support, managers' quality, managers' communication, and dynamism. In the model of measuring organizational effectiveness in case of standard estimation, results imply fitness of the model based on analysis of the model of organizational effectiveness. Priority of each of organizational effectiveness areas of sports organizations was determined in order of importance as follows: decision making, communications, organizing, and occupational satisfaction. This model is consistent with the model of Nazari (2014), in which he considered the sequence of effectiveness components of processes as appropriate decision making, interpersonal organizational communications, proper organization of the organization's forces and finally, occupational satisfaction of individuals. In general, since the model of the effect of organizational intelligence on organizational identity and organizational effectiveness has a suitable fitness, if conditions are provided in which personnel can understand its identity coherently and robustly and have a higher insight into organizational intelligence, organizational effectiveness of sports organizations will presumably increase. Therefore, it is suggested that by developing information and communications technology, making information networks responsive to informative needs of personnel, improving information storage/retrieval methods, creating common perspectives for all personnel, creating appropriate atmosphere and change orientation, and by using change-oriented managers, revising structures in accordance with missions and also delegating authority to lower levels, expanding strategic view in organizations, which is considered one of organizational intelligence infrastructures and identity-making factors, a context of development, growth, and prosperity of sports organizations be procured.

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