

# The Relationship between Organizational Intelligence and Creativity in University Lecturers

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## ABSTRACT

The overall objective of the present study is investigated the relationship between organizational intelligence and creativity in university lecturers of Parsabad Islamic Azad University. Statistical Society is includes lecturers of Parsabad Islamic Azad University that are 320 people in 2011 and 162 people were selected as a random sampling. Utilized tool in this study is Albrecht standardized questionnaire and is consistent with the Likert scale. Data been analyzed by using multiple regression analysis, Pearson correlation test and ANOVA test and all hypotheses were accepted.

**KEYWORDS:** organizational intelligence, creativity, Albrecht, Islamic Azad University.

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## 1- INTRODUCTION

In speed and flustered recent world, people are successful and effective that enjoy high intelligence such people deal with routine problems using of divine intelligence. In organization world, the condition is this way, especially in today age, more time to forward, regarding advancement sciences and techniques and emergence of new needs and challenges, the organization be come complicated and their management is more are. This concept become important when we accept that besides of intelligent human great and creative source, intelligent mechanical tool play important role in organization performance process.

So, today complicated organization, organizational intelligence is resultant of human active intelligence and artificial intelligence. Doubtless, organization managers apply these two intelligent process in order to activate and increase the organization efficiency (Karl Albrecht, 2003, 26) creativity is innate interest that is placed in human entity and human is the symbol of divine creativity. Global speed changes interfiled science and industry have impelled the human community (societies) to seek the increase of their abilities for synchronization with these changes by new theory to subjective properties. In fact, stable and immovability in today variable world whether for organization of a country at any size, its result is destroy (inexistence). Today, creativity and innovation nor as a need but as survival condition is considered for any organization or society and has emphasized on training and necessary skills acquisition in using of this human special talent. The creativity is most important problem in our society and all developing societies; that is, it is a case that has not been paid attention to it correctly. Not creativity is genetic and or related to a special race, but it is acquisitive.

Even at developed countries, if their creative system fall to work (in capacitate), it can drop behind of competitions and destroy, so the only rescue way of developing countries is creativity and there is no after way. (Shahr Aray and Madanipour, 1996, 48). It is clear that for synchronization with these changes, the presentation of new ideas and theories and reconstruction of various sciences means a set of abilities and characteristics that leads to presentation of novel qualities of implications and meanings and is the source of initiatives and innovations. Creative is of thought kind and is considered ability, so it is grow able of providing lack of attention, it should be destroyed (Golestan Hashemi, 2003, 14).

## 2. Problem Expression

The universities as all organization have special properties that are including: being purposeful, organizational structure, being lawful, and organization communications. In one hand, the expansions of informative novel technologies has changed the services and university performance and has increased (added) domain or depth of these changes (Barati Alovijeh, 2001, 17).

Karl Albrecht refers to having of smart people, smart teams and smart organization for success in organization business. Albrecht uses organization intelligence for responding and preventing of group stupidity. He represents a model in the field of organizational intelligence that has seven aspects as following:

Strategic vision, shared fate, appetite for change, alignment and congruence, heart, knowledge deployment, performance pressure.

When intelligent people are employed in an organization, they had to group unconcern or group stupidity. Generally, instead the competitors damage the organization, they damage themselves to it. Lack of executive skill, administrative fights, political battles in all levels, organizing disorder, meaningless laws and methods are all plots for preventing of a business and applying all of brain force that spend many for then. It is possible that humans are clever and being able to do great works, but their brain aggregative power (strength) cause doing of great activities. Organizational intelligence is the capacity of institution for applying all of its brain power and concentration of that brain power for doing of its mission (Albrecht, 2003, 13). The aim of creativity training is people realizing to it inherence and yet, it's great in fluency of surrounding environment and possibility of its growing in all humans without considering of age, gender, education and Job. They are presented the various definitions about creativity that we refer to many of them as following:

Creativity, creation of novel mixture for solving of contradictions, is from of an idea that place out of answer range (Mi Miran, 2005, 7). Gizilin defines Creativity as presentation of new qualities of implications and meanings (Samad Aghayi, 2006, page 14). Tailor knows creativity as experience shaping in new structuring (Samad Aghayi, 2006, page 14). Attainment to creativity is a problem (Subject) that influence on all aspects of organization, from culture to structure and system, it's products and services. Creativity or lack of is not single problem that can be analyzed it separately and ordered easily but it performers in organization activity. Skillfully and completely. For measurement of creativity in this research, it is used tool that had been invented by Randsiep and has been translated to Persian by Moghimi (2001). The current study intends to analyze the relationship between organizational intelligence and proposed components by Karl Albrecht and creativity Professors of Parsabad Islamic Azad University, whether is there relationship between organizational intelligence and creativity lecturers of Parsabad Islamic Azad University?

### 3. Importance and Necessity of Study

There are different opinions and a view about organizational intelligence that is referred to them briefly. It should be said that many of researchers apply commercial intelligence instigated of intelligence organization. The commercial intelligence estimates organizations through commerce and business point of view, but organizational intelligence analyzes organization free of business and of all point of views and organizational aspects (Khanzadeh, 2007, 14). Organizational creativity is presentation of thought and novel design for improvement and promotion quantity and quality of organizational activities, for example; efficiency increase, increase of products and services, costs decrease (Daft, 2002, 499).

In addition to, in our society, despite having talent forces, creative abilities are forfeited that it's main reason is ambiguity of creativity situation and place and absence of it's growing bed. While it is problem play importance role in our developing society, because we need talent, creative people and intelligent organization for attainment to expected goals, since, people subjective power concentration is one of pre requisites of creativity and help to it's efflorescence and regarding to this subject that creative people are more clever than others. As for above said, research performance about organizational intelligence and creativity and analysis of their relationship is necessary.

In the present study is used Albrecht model as theoretical framework.



Figure 1. Index of organizational intelligence, Karl Albrecht, 2003

### 4. Research Hypotheses

The present study investigated the relationship between intelligence and creativity of university lecturers of Parsabad and purpose of the review of research literature. According to the research and the research hypotheses can be stated as follows:

5-1. Main hypothesis

The relationship between organizational intelligence and creativity in university lecturers Parsabad Islamic Azad University.

5-2. Sub- hypotheses

1. There is relationship between strategic vision and creativity lecturers of Parsabad Islamic Azad University.
2. There is relationship between shared fate and creativity lecturers of Parsabad Islamic Azad University.
3. There is relationship between appetite for change and creativity lecturers of Parsabad Islamic Azad University.
4. There is relationship between heart and creativity lecturers of Parsabad Islamic Azad University.
5. There is relationship between alignment and congruence, and creativity lecturers of Parsabad Islamic Azad University.
6. There is relationship between knowledge deployment and creativity lecturers of Parsabad Islamic Azad University.
7. There is relationship between performance pressure and creativity lecturers of Parsabad Islamic Azad University.

5. STUDY METHODOLOGY

The sample

In current study, in order to attainment to statistical community during recourse (reference) Parsabad Islamic Azad University and analysis of available information of plan and design unit, the statistical community of current study includes lecturers of Parsabad Islamic Azad University in 2011 and their volume is 320 people by last of province statistics. Also, in this study, sampling is performed by Krejcie and Morgan table and sample volume is determined 162 people. The method of this study sampling is random.

The questioner

In this study to collect data was used from Albrecht standard questionnaire. In order to examine reliability of the questionnaire, the number of 20 questionnaires was distributed among the members of the statistical society that Cronbach's Alpha coefficient value of questionnaire was 0.876 that it is higher than 0.7 values .So questionnaire have reliability required for distribution in the society.

6. Testing of study hypotheses

6-1. analysis of study main hypothesis.

There is relationship between organizational intelligence and creativity lecturers of Parsabad Islamic Azad University.

Table 1. Mean and standard deviation and correlation coefficient between creativity and anticipant variables of strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, performance pressure

variable	mean	standard deviation	creativity	strategic vision	shared fate	appetite for change	heart	alignment and congruence	knowledge deployment	performance pressure
creativity	152/82	12/515	-	0/453	0/427	0/370	0/391	0/289	0/434	0/29
strategic vision	23	6/253	0/453	-	0/380	0/413	0/416	0/427	0/428	0/446
shared fate	25/84	5/128	0/427	0/380	-	0/426	0/397	0/361	0/540	0/548
appetite for change	23/94	5/401	0/370	0/413	0/426	-	0/406	0/440	0/478	0/422
heart	23/14	5/541	0/391	0/416	0/397	0/406	-	0/314	0/439	0/410
alignment and congruence	24/83	5/566	0/289	0/427	0/361	0/440	0/314	-	0/407	0/417
knowledge deployment	24/93	5/090	0/434	0/428	0/548	0/478	0/439	0/407	-	0/496
performance pressure	25/62	5/014	0/290	0/446	0/540	0/422	0/410	0/471	0/496	-

It is used multivariate regression method in analysis of main hypothesis, in this method, each of variables are entered sequentially and then it's value is determined if addition of variable help to model, it remains, but in this state, all of remained variables in model are tested again until it become clear that yet they are shared success of model, otherwise they are emitted. So, it be ensured in using model that remain minimum number of anticipator variable in model. Based on obtained coefficients, there is relationship between organizational intelligence and creativity. In other word, the components of organizational intelligence play important role in expression of creativity degree.

Table2. Statistical indexes of regression analysis about main hype thesis of research

variables	correlation coefficient R	correlation coefficient square R	moderated correlation coefficient $\Delta R$	critieron error
strategic vision	0/453	0/205	0/200	11/191
shared fate	0/427	0/182	0/172	11/335
knowledge deployment	0/439	0/189	0/184	11/308
strategic vision and shared fate	0/530	0/281	0/279	10/679
strategic vision and shared fate and knowledge deployment	<b>0/553</b>	<b>0/306</b>	<b>0/292</b>	<b>10/528</b>

The result of above table show that between organizational intelligence components, variable of 20% strategic vision of variance explains creativity and 17/7% shared fate variable of variance show degree of creativity an 18/4% knowledge deployment variable of variance express degree of creativity and variables of strategic vision and shared fate and knowledge deployment with 29/2% variance forecast and show creativity degree.

Consideration of variance analysis testing has been reported for study of being meaningful of model in table3.

Table3. Consideration of variance analysis testing has been reported for study of being meaningful

statistical index of changes source	squared sum Ss	freedom degree d.f	mean squared m.s	testing t	meaning fullness level
regression of strategic vision variance	517/542	1	5178/542	41/347	0/0001
residual	20039/267	160	125/245		
total sum	25217/809	161			
regression of variables of strategic vision and share fate	7084/063	2	3542/031	31/037	0/0001
residual	18133/764	159	114/049		
total sum	25217/809	161			
regression of 7706/009 strategic vision and share fate and knowledge deployment variables		3	2568/670	23/17	0/0001
residual	17511/800	158	110/834		
total sum		25217/809	161		

As seen, organizational intelligence components (strategic vision, share fate and knowledge deployment) is meaningful about explaining of it's role on creativity and has a meaningful relationship with creativity that this relationship is meaningful 0/01 statistically. Regarding result of above table, because the calculated F for variable of strategic vision (41/347) and the meaningfulness level is  $p < 0/0005$ , 50, calculated F with freedom degree (160,1) is meaningful and calculated F with freedom degree (2,159) is meaningful and the calculated F for Variable of strategic vision, share fate and knowledge deployment (23/176) and the meaningfulness level is  $P < 0/0005$ , so, the calculated F with freedom degree (3,158) is meaningful. Therefore it shows that observed relationship between (strategic vision and shared fate and knowledge deployment) is meaningful with creativity and this result shows that between variables of intelligence organization, the variables (strategic vision, shared fate and knowledge deployment) are fore coting of Lecturers creativity.

Table 4: Regression analysis using step by step model has been entered regression equation.

statistical index of changes source	separation coefficient of regression (B)	criteria error	standard coefficient of regression separation	t-test of meaning fullness	meaningfulness level
strategic vision variable	0/907	0/141	0/453	6/430	0/0001
variables of strategic vision	0/681	0/146	0/340	4/678	0/0001
shared fate	0/725	0/177	0/297	4/088	0/0001
variables of strategic vision	0/580	0/150	0/290	3/877	0/0001
shared fate	0/510	0/197	0/209	2/590	0/010
knowledge deployment	<b>0/481</b>	<b>0/203</b>	<b>0/196</b>	<b>2/369</b>	<b>0/019</b>

Above table shows this fact that the degree of organizational intelligence components (strategic vision and shared fate and knowledge deployment) play role on creativity degree and it can be forecasted that how much it influences on creativity amount by scores of strategic vision variable, shared fate and knowledge deployment.

Based on comparison of tale B, forecasting variables (strategic vision, shared fate and knowledge deployment) has been entered in regression equation as following:

$Y'$  = forecasted Value of y variable.

A: constant with of origin of intersection point of regression line with y axis.

$b_1$  = line slope or regression coefficient.

$x_1$  = comparison of fore casting variable.

First variable:  $Y' = a + b_1 x_1$

$Y' = 131/962 + 0/907$  (strategic vision variable)

Second variable:

$Y' = a + b_1x_1 + b_2x_2$

$Y' = 118/421 + 0/681$  (strategic vision variable) +725 (shared fate variable).

Third variable:

$Y' = a + b_1x_1 + b_1x_2 + b_3x_3$

$Y' = 114/293 + 0/580$  (strategic vision variable) + 510 (shared fate variable) + 0/481 (knowledge deployment variable)

But, judgment bout share and role of organizational intelligence (strategic vision and shared fate and knowledge deployment) should be transferred to  $\beta$  values in explaining of criterion variable (creativity).

Because this value was standard and provides the possibility of comparison and explanation of each of values that has been reported in table 5.

Table 5: share and role of forecasting independent variable of organizational intelligence components (strategic vision and shared fate and knowledge deployment) in forecasting of criterion variable changes (creativity).

scores of size of making change in standard deviation of criterion variable intern a change unit in standard deviation of each of components based on obtained $\beta$	scores of forecasting degree of criterion variable change regarding step by step regression equation based $\beta$ values by predictor variables	predictor variables (strategic vision and shared fate and knowledge deployment).
0/141	45/3	$X_1$ (strategic vision variable)
0/127	29/7	$X_2$ (shared fate variable)
0/203	19/6	$X_3$ (knowledge deployment variable)

Regarding results, table 5 shows that given to step by step model, strategic vision variable has been entered to organizational intelligence aspects as most effective variable and could predict 45/3% of changes of criterion variable and creativity of lecturers, while based on obtained  $\beta$  for strategic vision of one change unit in standard deviation of strategic vision cause that standard deviation of strategic vision cause that standard deviation of criterion variable (creativity) change 141% and shared fate variable has been entered to equation as second variable that could predict 29/7% of criterion variable changes and while based on obtained  $\beta$  for shared fate of a change unit in standard unit in standard deviation of shared fate cause that standard deviation of criterion variable(creativity) change 0/177, and knowledge deployment variable has entered to equation as 3th variable that could predict 19/6% of criterion variable of Teachers creativity and while base on obtained beta for a change unit in knowledge deployment of standard deviation of knowledge deployment cause that standard deviation of criterion variable of creativity change 0/203 and the results of table 5 show that most prediction of creativity variable is related to strategic vision but most change in standard deviation of creativity variable is related to knowledge deployment, and because other components of organizational intelligence(appetite for change, heart, alignment and congruence, performance pressure) didn't help to step by step model, because of this, they weren't entered to equation of step by step regression. Then so, it can be said that there is relationship between organizational intelligence and Lecturers creativity, and among components of intelligence organization, the components of strategic perspective, common fact and knowledge usage (function) have most share in prediction of Lecturers creativity.

Subsequently, it can be said that research hypothesis is supported with 0/99 assurance base on there is relationship between components of organizational intelligence and Lecturers creativity.

6-2. analysis of research first sub- hypothesis

There is relationship between strategic vision and creativity lecturers of Parsabad Islamic Azad University.

Table 6. Distribution of correlations coefficient of strategic vision and creativity in university lecturers

variables	coefficient R	coefficient determination C.d	$\alpha$ level	table R	d.f	meaning fullness level	tr	table t
strategic vision and creativity	0/453**	%20/52	0/01	0/193	160	0/0001	6/42	2/617

\*\*meaningfulness level in 0/01 level

Regarding to calculate correlation coefficient to (0/435) degree there is relationship between strategic vision and creativity and it has been used of (tr) test for being meaningful of this relationship. Given to calculated (tr) (6/42) that of table t 2/617 in level 0/01. Given to degree of freedom 160 is greater, shows that relationship between strategic vision and creativity is meaningful with 99% confidence. Also, this correlation is direct and positive, that is , more increase of strategic vision score, creativity with increase and reverse. And for analysis of correlation intensity, it is used of determination coefficient formula that determination coefficient shows that how many percent variance of Y variable (criterion variable) could be explained by x variable (predictor variable). And calculated determination coefficient 20/52% shows that strategic perspective could explain only 20/52% of creativity variance.

Regarding to being meaningful of calculated relationship with 99% confidence, it is expressed that research hypothesis based on there is relationship between strategic vision and creativity lecturers of Parsabad Islamic Azad University, is supported.

6-3. Analysis of study second sub- hypothesis

There is relationship between shared fate and creativity lecturers of Parsabad Islamic Azad University.

Table 7. distribution of correlation coefficient between shared fate and Creativity in university lecturers

variables	R coefficient	coefficient determination C.d	$\alpha$ level	table R	d.f	meaning fullness level	tr	table t
shared fate and creativity	0/427**	%23/18	0/01	0/193	160	0/0001	5/96	2/617

\*\* meaning fullness level in 0/01 level

Given to calculated correlation coefficient to degree 0.453 there is relationship between shared fate and creativity and for analysis of being meaningful of this relationship, it has been used of (tr) test, regarding to calculated (tr) 5/96 that of tablet 2/617 in 0/01 level given to degree of freedom 160 is greater, shows that relationship between shared fate an creativity is meaningful with 0/99 confidence.

6-4. Analysis of study third sub- hypothesis

There is relationship between appetite for change and creativity lecturers of Parsabad Islamic Azad University.

Table 8. Distribution of correlations coefficient between appetite for change and creativity university lecturers

variables	R coefficient	coefficient determination C.d	$\alpha$ level	table R	d.f	meaning fullness level	tr	table t
appetite for change	0/370**	%13/69	0/01	0/193	160	0/0001	5/03	2/617

\*\* meaning fullness level in 0/01 level:

Regarding to calculate correlation coefficient to degree (0/370), there is relationship between appetite for change and creativity university lecturers for consideration of being meaningful of this relationship, it is used of (tr) test, given to degree of freedom 160 is greater, shows that relationship between appetite for change and creativity is meaningful with 99% confidence. Also, of course, this correlation is direct and positive, that is, with increase of score of appetite for change, score of creativity will increase and reversely. And for consideration of correlation intensity, it has been used of determination coefficient shows how many percent of variable variance y (criterion variable) could be explained by x variable (predictor variable) and calculated



determination coefficient (%13/69) shows that %13/69 could be explained only 13/69 percent of creativity variance.

Given to being meaningful of calculated relationship, it is expressed with 0/99 present that research hypothesis based on there is a relationship between appetite for change and creativity lecturers of Parsabad Islamic Azad University, is supported.

6-5. Analysis of study fourth sub- hypothesis

There is relationship between heart and creativity lecturers of Parsabad Islamic Azad University.

Table9. Distribution of correlation coefficient between heart of Creativity in university lecturers

variables	R coefficient	coefficient determination C.d	$\alpha$ level	R table	d.f	meaning fullness level	tr	table t
Heart and creativity	0/391**	%15/28	0/01	0/193	160	0/0001	5/37	2/617

\*\* meaningfulness level in 0/01 level:

Given to calculated correlation coefficient to degree (0/391), there is relationship between heart and creativity lecturers and for consideration of being meaningful of this relationship, it has been used of (tr) test given to calculated tr (5/37) that tablet 2/617 in 0/01 level regarding to degree of freedom 160 is greater, shows that relationship between heart and creativity lecturers is meaningful with 0/99 confidence.

Also, of course, this relationship is direct and positive, that is; with within score of heart, score of creativity will increase and reversely. And for analysis of correlation intensity, it has been determined of determination coefficient formula that determination coefficient shows that how many percent of variable variance (criterion variable) could be explained by x variable and calculated determination coefficient (%15/28) shows that heart could explain only 15/28 percent of creativity variance.

Regarding to becoming meaningful of calculated relationship, it is expressed with 0/99 confidence that research hypothesis based on there is relationship between heart and creativity lecturers of Parsabad Islamic Azad University, is supported.

6-6. Analysis of study fifth sub- hypothesis

There is relationship between alignment and congruence, and creativity lecturers of Parsabad Islamic Azad University.

Table 10: Distribution of correlation coefficient between alignment and congruence and creativity in university lecturers

variables	R coefficient	coefficient determination C.d	$\alpha$ level	R table	d.f	meaning fullness level	tr	table t
alignment and congruence and creativity	0/289**	%8/35	0/01	0/193	160	0/0001	3/81	2/617

\*\* meaningfulness level in 0/01 level:

Given to calculated correlation coefficient to amount (0/289), there is relationship between alignment and congruence and creativity lecturers and it has been used of (tr) test for consideration of being meaningful of this relationship to calculated tr (3/81) that in tablet 2/617 in 0/01 level given to degree of freedom 160 in greatest, shows that relationship between alignment and congruence and creativity is meaningful with 0/99 confidence. Also, of course, this correlation is direct and positive; that is, with increase of score of alignment and congruence, the score of creativity will increase and reversely.

And for consideration of correlation intensity, it has been used of determination coefficient formula that determination coefficient shows how many percent of variable variance y (criterion variable) could be explained by x variable (predictor variable) and calculated determination coefficient (%8/35) shows that alignment and congruence could explain only 8/35 percent of creativity variance.

Given to becoming meaningful of calculated relationship, it is expressed with 0/99 confidence that research hypothesis is supported based on there is relationship between alignment and congruence and creativity lecturers of Parsabad Islamic Azad University.

6-7. analysis of study sixth sub- hypothesis

There is relationship between knowledge deployment and creativity lecturers of Parsabad Islamic Azad University.

Table 11. Distribution of correlation coefficient between knowledge deployment and creativity in university lecturers

variables	R coefficient	coefficient determination C.d	$\alpha$ level	table R	d.f	meaning fullness level	tr	table t
knowledge deployment and creativity	0/434**	%18/83	0/01	0/193	160	0/0001	6/08	2/617

\*\* meaningfulness level in 0/01 level:

Given to calculated correlation coefficient to amount (0/434), there is relationship between knowledge deployment and creativity lecturers and for consideration of being meaningful of this relationship, it has been used of (tr) test given to calculated tr (6/08) that of table t 2/617 in 0/01 level regarding to degree of freedom 160 in greater, shows that relationship between knowledge deployment and relativity is meaningful with 0/99 confidence. Also, of course, this correlation is direct and positive; that is, with increase of score of knowledge deployment score, the score of creativity will increase and reversely.

And for consideration of correlation intensity, it has been used of determination coefficient formula that determination coefficient shows how many percent of variable variance y (criterion variable) could be explained by x variable (predictor variable) and calculated determination coefficient (%18/83) shows that knowledge deployment and explain only 18/83 percent of creativity variance.

Given to becoming meaningful of calculated relationship, it is expressed with 0/99 confidence that research hypothesis is supported based on there is relationship between knowledge deployment and creativity lecturers of Parsabad Islamic Azad University.

#### 6-8. Analysis of study seventh sub- hypothesis

There is relationship between performance pressure and creativity lecturers of Parsabad Islamic Azad University.

Table 12. distribution of correlation coefficient between performance pressure and Creativity in university lecturers

variables	R coefficient	coefficient determination C.d	$\alpha$ level	table R	d.f	meaning fullness level	tr	table t
performance pressure and creativity	0/290**	%8/41	0/01	0/193	160	0/0001	3/83	2/617

\*\* meaningfulness level in 0/01 level

Given to calculated correlation coefficient to amount (0/2904), there is relationship between performance pressure and creativity lecturers and it is used of (tr) test for consideration of being meaningful of this relationship given to calculated tr (3/83) that of table t in 0/01 level regarding to degree of freedom 160 in greater, shows that this relationship between performance pressure and creativity is meaningful with 0/99 confidence. Also, of course, this correlation is direct and positive; that is, with increase of performance pressure score, the score of creativity will increase and reversely.

And for analysis of correlation intensity, it has been used of determination coefficient formula that determination coefficient shows how many percent of variable variance y (criterion variable) could be explained by x variable (predictor variable) and the calculated determination coefficient (%8/41) shows that Performance pressure could explain only 8/41 percent of creativity variance.

Given to becoming meaningful of calculated relationship, it is expressed with 0/99 confidence that research hypothesis is supported based on there is relationship between Performance pressure and creativity lecturers of Parsabad Islamic Azad University.

## 7- Conclusion

In related to main hypothesis, it can be said that there is relationship between intelligent organization and University lecturers creativity, and among components of intelligence organization, the components of strategic vision, shared fate and knowledge deployment have most role and share in prediction of lecturers creativity.

Subsequently, it can be said that there relationship between components of organizational intelligence and lecturers creativity. This finding is according to obtained results of done research by nasabi (2008) and also is



adjusted to obtained results of Karl Albrecht (2003) that he has done many studies about organizational intelligence and creativity.

And, the result of this research is align research results of Bobolhavayegi, Ghazi Mir Saeed, Elahyan (2009), Bagherzadeh and Dibavar (2010), Jose (2009) and sanderson (1998), their research shows that the components of organizational intelligence of employs has great importance in their efficiency.

In related coefficient test shows that there is a positive and meaningful relationship between strategic vision of university lecturers and creativity of university lecturers. Given to calculated correlation coefficient, there is relationship between strategic perspective and creativity and it has been used of (tr) test for consideration of being meaningful of this relationship given to calculated (tr) shows that the relationship given to calculated tr shows that the relationship between strategic vision and creativity is meaningful. Also, of course, it is correlation is direct and positive, that is, with increase of strategic vision score, the score of creativity will increase and reversely. The result of this study is align with research results of Nasabi (2008), Bobolhavayegi, Ghazi Mir saeed, Elahiyan (2009), Mahdi Satari Ghahfarokhi (2008), Albrecht (2003), Kilgovar (2007), Jose (2008), Rangiaho (2007).

In related to second sub- hypothesis, the results of Pearson correlation coefficient test shows that there is a positive and meaningful relationship between shared fate of university lecturers and creativity of university lecturers. Given to calculated correlation coefficient, there is relationship between shared fate and creativity and it has been used (tr) test for consideration of being meaningful of this relationship given to calculated tr shows that relationship between shared fate and creativity is meaningful. Also, of course, this correlation is positive and direct, that is; with score increase of shared fate, the score of creativity will increase and reversely.

The result of this study is align with research result of Bobolhavayegi, Ghazi Mir Saeed, Elahiyan (2009), Nasabi (2008), Bagherzadeh and Dibavar (2010), Albrecht (2003), Kilgovar (2007), Jose (2008), Rangiaho (2007).

In relation to third sub- hypothesis test, the result of Pearson correlation coefficient shows that there is meaningful and positive relationship between appetite for change of university lecturers and creativity of university lecturers.

Given to calculated correlation coefficient, there is relationship between appetite for change and creativity lecturers and it has been used of (tr) test for consideration of being meaningful of this relationship given to calculated tr shows that the relationship between appetite for change and creativity is meaningful. Also, of course, the correlation is positive and direct, that is; with score increase of appetite for change, the score of creativity will increase and reversely. The result of this study is align with research results of Nasabi (2008), Bagherzadeh and Dibavar (2010), Albrecht (2003), Kilgovar (2007), Jose (2008), Rangiaho (2007) Sanderson (1998) and Albrecht(2003).

In relation to fourth sub- hypothesis test, the result of Pearson correlation coefficient test shows that there is a positive and meaningful between heart of university lecturers and creativity of university lecturers. Given to calculated correlation coefficient there is relationship between heart and creativity and it has been used of (tr) test for consideration of being meaningful of this relationship given to calculated tr shows that the relationship between heart and creativity is meaningful. Also, of course, it is correlation direct and positive, that is, with score increase of heart the score of creativity will increase and reversely. The result of this study is align with research results of Nasabi (2008), Bobolhavayegi, Ghazi Mir Saeed, Elahiyan (2009), Bagherzadeh and Dibavar (2010), Albrecht (2003), Kilgovar (2007), Jose (2008), Rangiaho (2007), sanderson (1998) and Albrecht (2003).

In relation to fifth sub- hypothesis test, the results of Pearson correlation coefficient test show that there is a positive and meaningful relationship between alignment and congruence of university lecturers and their creativity. Given to calculated correlation coefficient, there is relationship between alignment and congruence and creativity that the relationship between alignment and congruence and creativity is meaningful.

Also, of course, this correlation is direct and positive, that is, with score increase of unity and agreement, the score of creativity will increase and reversely. The result of this study is align with research results of Nasabi (2008), Elahiyan (2009), Bagherzadeh and Dibavar (2010), Albrecht (2003), Kilgovar (2007), Jose (2008).

In relation to sixth sub- hypothesis test, the results of Pearson correlation coefficient test show that there is a positive and meaningful relationship between knowledge deployment of university lecturers and their creativity. Given to calculated correlation coefficient, there is relationship between knowledge deployment and creativity and it has been used of (tr) test for consideration of being meaningful of this relationship given to calculated tr shows that the relationship between knowledge deployment and creativity is meaningful. Also, of course, it is correlation is direct and positive, that is, with score increase of knowledge deployment, the score of creativity will increase and reversely. The results of this study is align with research results of Nasabi (2008), Bob olhavaeji, Ghzai Mir Saeed, Elahiyan (2009), Jozi (2008), Albrecht (2003) that they

concluded there is relationship between knowledge deployment and creativity and causes improvement of Job environment condition and their efficiency increase.

In relation to seventh sub-hypothesis test, the results of Pearson correlation coefficient shows that there is a positive and meaningful relationship between performance pressure of university lecturers and their creativity. Given to calculated correlation coefficient, there is relationship between performance pressure and creativity and it has been used of (tr) test for consideration of being meaningful of this relationship given to calculated tr shows that the relationship between performance pressure and creativity is meaningful.

Also, of course, this correlation is positive and direct, that is; with score increase of performance pressure, the score of creativity will increase and reversely. The result of this study is align with research result of Bobolhavayeji, Ghazi Mir Saeed, Elahiyan (2009), Bagherzadeh and Dibavar (2010), Nassabi (2008), Kilgovar (2007), Albrecht (2003), Jose (2008), Rangiaho (2007) that they concluded that there is relationship between performance pressure and creativity and causes improvement of Job environment condition and their efficiency increase.

### 8- Proposals based on study results

1. Since, it was identified in this study (research), there is positive and meaningful relationship between organizational intelligence and its components and creativity of Parsabad Islamic Azad University Lecturers. It is advised that they pay attention to recognition and promotion of organizational intelligence and its components and creativity in organization that both growing and strength follow the organization succession order to success in obtaining of organization to perspective and its duty.

2. Based on obtained coefficients, there is relationship between components of organizational intelligence and creativity. In other words, the components of organizational intelligence play important role in explanation of creativity degree. And regarding to among components of intelligence organization, the components of strategic vision and shared fate and knowledge deployment to amount 29/2 percent of variance explain and predict the creativity degree. The most prediction of creativity variable is related to strategic vision variable, but most change in standard deviation of creativity is related to knowledge deployment variable, and become other components of organizational intelligence (appetite for change, heart, alignment and congruence, performance pressure) don't help to step by step (heretical) model meaning fullness, because of this, they didn't entered in step by step regression equation. Given to importance of relationship of all of organizational intelligence components and creativity of university lecturers, they are reconsidered, re measured and reevaluated periodically. this cause promotion of organizational intelligence and creativity that needs university with clever and aware lecturers.

3. Because university to resist against new condition, they should be prevented the obstacles that cause resistance. In this relation, the changer lecturers and their commitment about delivering university to an optimal level of organizational intelligence and creativity is important.

4. in our society, in split of having talent forces, creative abilities to waste that main reason of that is vagueness of creativity place and lack of growing bed, while this problem has a vital role in our developing and growing society, because we need to talent, creative people and clever organizations for achievement to social, cultural and educational developments. This needs the financial support of programs that cause promotion of organizational intelligence and creativity in university lecturers.

5. Generally, today complicated world, the power focus of people and organization is achievement to predicted goals, since, people subjective power concentration has been one of update prerequisites of creativity and help to its growing and attention to this problem that creative people are more clever than others, it is necessary to include the components of organizational intelligence and creativity and consideration of their relationship in heading of Teachers lessons that are hold for university lecturers in educational periods.

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