

## Evaluation of the Role of Organizational Intelligence in Organizational Performance Using a Seven-Dimensional Model of Albrecht

Hassan Reza Zeynabadi<sup>1</sup>, Majid Sabzeparvar<sup>2</sup>, Morteza Lotfi<sup>3</sup>, Zahra Sadat Bahrainian<sup>4</sup>

<sup>1</sup>Kharazami University, Tehran, Iran

<sup>2</sup>Islamic Azad University of Karaj, Karaj, Iran

<sup>3</sup>MSc of Training Management, Science and research branch, Islamic Azad University of Alborz, Karaj, Iran,

<sup>4</sup>Master of Science in IT Management, Shahid Beheshti University, Tehran, Iran

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### ABSTRACT

The main purpose of the present study is to evaluate the role of organizational intelligence of job performance *Tejarat Bank* north east region branches employees in Tehran using the Albrecht seven-dimensional model. The target society included office administrative and staff in *Tejarat Bank* east region branches, who have been working during the year 2013. The numbers of society individuals were 656, only 256 persons were selected by Krejcie and Morgan table.

The scale tools are Albrecht's organizational intelligence (2003) and Griffin, Neil and Parker (2007) job performance questionnaire. The reliability of them was 0.798. This study is a part of applied studies and correlation of regression method.

Analyzing results show that four components including Appetite for change, Alignment & Congruence, Knowledge Deployment and Shared fate entered regression equation. Using this equation, we can conclude that the employee job performance is influenced more by Alignment & Congruence index, but the three other components are also have crucial impacts on this performance.

**KEYWORDS:** Organizational Intelligence, the seven - dimensional model of Albrecht, employee job performance.

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### INTRODUCTION

Tejarat Bank as one of the country's five large commercial banks has 17 % of the total resources of bank accounts. This bank is one of the greatest among the four great bank including totalistic policies of act 44 which has entered formally to the privatization in April 2009 and now formally more than 80 percent of its share is out of government's assets. Capital Bank now has 17,500 billion Rials. Human source Subject field of privatization process is important. For this reason, a huge commercial enterprise after privatization, many challenges in the field of human resources will be advanced. Empowerment and strengthening their motivation and loyalty to the bank, is the most important consideration in this area. The greatest opportunities for change and development bank employees should become and this without creating a sense of belonging and dignity organizational values and employees will not be achieved ( Davary2011, 28 ).

Karl Albrecht 2003, instead of "Organizational stupidity" uses "Organizational Intelligence" and considers it as the remedy to Organizational stupidity and defines the Organizational Intelligence as the ability of an organization to coordinate and integration of the total mental strength and the intelligence exists and to focus on this strength to achieve the objectives of organization and divides it to 7 dimensions. Caused an increase organizational intelligence enterprise information environment faster and more accurately through the effective analysis and the results stored in appropriate situations, decision makers are available. It accelerates the flow of information and knowledge exchange in the context of organization and effectiveness of the thinking process and dramatically improve collective decision making. Level intelligence organizations, like people, have different variable. The set of internal and external factors affect the incidence and growth. Organizations, like humans, exhibit a degree of intelligence. Some organizations are very stupid. They are not even very strong signals to detect changes in their environment and in response to very weak stimuli. These organizations quickly learn without understanding they repeat their previous mistakes (Gholami2011, 90).

Organizational intelligence seeks to identify the abilities and weaknesses of organizations and according to the results, presents the necessary approaches to improve the organizational intelligence and finally improve the organization operation.

#### Definitions of the word

Organizational Intelligence: A new concept in the field of management literature is the twenty-first century. Karl Albrecht's concept in 2002 in his book "The Power of Minds at Work" is defined as:

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\* **Corresponding Author:** Morteza Lotfi, MSc of Training Management, Science and research branch, Islamic Azad University of Alborz, Karaj, Iran, email: mortezalotfiap@yahoo.com

"Organizational intelligence is the talent and capacity of an organization to move his mental strength and focus the power of the mind in achieving its corporate objectives. Organizational Intelligence after his seven strategic vision, shared destiny, a desire for change, a spirit of unity and agreement, application of knowledge and the division of the pressure." (Nasabi2008, 25)

Galini process of organizational intelligence community believes that intelligence is the result of interaction of every member of the organization. (Galini, 1996)

Japanese Timatsuda one of the creators of the theory of organizational intelligence, considers the organizational intelligence, human intelligence and machine intelligence as consisting of two factors. His organizational intelligence has two basic components of the process and the product. (Matsuda, 1993).

Mathematically, organizational intelligence is the brain power available (the sum of individual intelligence) minus the entropy (disorder) plus (synergy). (Albrecht, 2002, p 14, quoting: Azizi, A.R, 2007, p 15). In other words:

Syntropy + entropy = energy available to the brain = pure intelligence

The result is the same as what entropy is and what the causes of collective stupidity which is Syntropy systematic attack on collective stupidity is endless.

The proposed model is a factor results in Syntropy. This model consists of seven components of intelligence knows that Albrecht has been described (Albrecht, 2002, quoted from Seyyed Ali et al, 2011, 106).

The Karl Albrecht (2003) Intelligence consists of seven components:

**1 - Strategic outlook:** To a strategic perspective, the potential for short conclusion stating the purpose of an organization.

**2 - Shared fate:** when all the people were involved know what the mission of the organization is. Therefore, having a sense of common purpose, as individuals, can understand algebra organizational success. They act in synergy to achieve the vision (Albrecht, 2002, p 21, The Independent From: Azizi, AR, 2007, p 16).

**3 - Appetite for change:** represents a challenge to acquire new business is exciting, in other words, is a chance to start a new activity.

**4 - Spirit:** The morale of the staff with the principles and logical weak job and do not do their job.

**5 - Alignment and Congruence:** Individuals and groups need to accomplish their mission, organization, organize.

**6 - Knowledge deployment:** These days more than ever, the success or failure of the actions that have led substantially to knowledge, immediate right decisions, judgment, intelligence and common sense of people depend on meritocracy.

**7 - Performance pressure:** the intelligent organization of each of the anchors shall have a particular executive position, but it is most effective when used as a set to be a common requirement for success. (Gholami, 2011, 92)

### Definition of employee performance

Haim dictionary meaning of the word execute is, perform, display, outstanding work has been translated (Haim 1996, 453). Many definitions of the word are given; it may be said, in defining a sense of structure and meaning of the results. Individual behavior and performance of executing is converted from an abstract concept into practical one. Behaviors are not just tools for the results, but the result counts can be divorced from the results, to judge them (KhaliliIraqi et al 2003,83, cited in Eskandary 2010,151).

Job performance is what one is doing and is visible and includes those activities associated with organizational goals and be in the terminology of each individual measure (Muchinsky, 2000, quoted from Agha Yousefi2009, 157). Today, most organizational scholars on the overall performance of the job, agree that is defined in three dimensions: operational performance (directly and indirectly related to the organization's technical activities), context-dependent performance (performance in the context of the development of organizational, social and psychological work performance that occurs is effective, such as helping others, volunteering for overtime, passion) and counter-productive behaviors (behaviors of employees to the organization and its members harm. including doing things slowly and deliberately false stealing, insulting and harming others and ignoring them) (Rotundo&Sackett, 2002: Fox et al. 2001, quoted from Agha Yousefi2009, 158). Function as individual behavior, the personality and situational variables (such as work demands, organizational, social, etc.). Carried out research in this field has shown that in addition to knowledge, skills, different skills and abilities, personality is the most important predictors of job performance (Hurtz&Danovan, 2000, quoted from Agha Yousefi2009, 158).

### Objectives and hypotheses of the research:

The main purpose of this study is "Evaluation of the Role of Organizational Intelligence organizational performance Commerce Bank branches in the North East of Tehran, using a seven-dimensional model of Albrecht." The secondary objectives of the study are:

- Evaluate the strategic vision of the business bank employees' job performance.

- Evaluate the role of shared fate Commerce Bank staff on job performance.
- Assessing the appetite for change in the business bank employees ' job performance.
- Assessment of the role of trade bank employee morale and job performance.
- Assessment of the role of trade union agreements, bank employees ' job performance.
- Evaluate the role of knowledge in the business bank employees ' job performance.
- Evaluate the role of stress in the commercial bank employees ' job performance.

8 hypotheses which are tested in this study include:

1 - H1: there is a relation between Organizational intelligence personnel and their performances in the Northeast region of the branches of commercial banks.

2 - H2: there is a relationship business between the strategic vision and their practice staff in bank branches northeast region.

3 - H3: there is a relationship business among the common fate of employees and their performances in the Northeast region of the branches of commercial banks.

4 - H4: there is a relationship business between appetite for change among employees and their performance on the northeast bank branches.

5 - H5: there is a relationship business between the morale and performance of the bank branches in northeast region.

6 - H6: there is a relationship business between agreement between the Union and their performances in the Northeast region of the branches of commercial banks.

7 - H7: there is a relationship business between knowledge and practice in the Northeast region of the branches of commercial banks.

8 - H8: there is a relationship business between International pressure on yield and their bank branches northeast region.

The first hypothesis (H1) is the main hypothesis of the study and seven other hypotheses as assumptions are considered secondary research hypothesis.

**Type of study:**

Type of present study is functional and because the objective is the investigation of this study is to investigate the relationship between research and practice of organizational intelligence of employees, the type of correlation between the methods is considered.

**Study population:**

The study population involves Tejarat bank staff, the branch of north east of Tehran for amount of 650 people which includes 200 female and the others male. It employed about 300 people of 17 or higher (level management) are.

**Sample size and sampling method:**

By using a sample size of 250 was selected sample of korjesi and Morgan.

**Research Tools**

Data collected in this study, was with two questionnaires designed to assess intelligence and job performance (three levels: individual, group, organization) were used.

**Conceptual Model of study variables:**

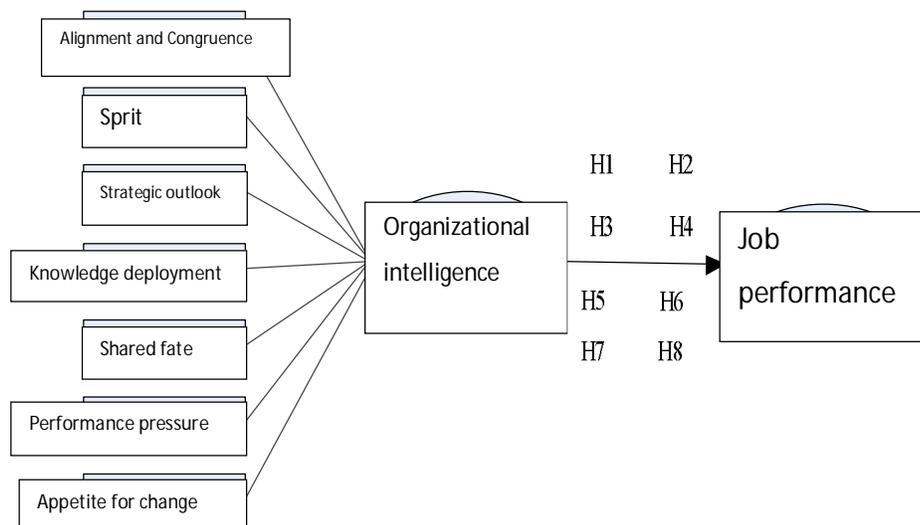


Figure 1 : Conceptual model variables

**Research Tools**

The tools for Data collection for this study were two questionnaires designed to assess intelligence and job performance (three levels: individual, group, organization).

1. Organizational intelligence questionnaire: this scale is designed and presented by Albrecht 2003 to assess the amount of organizational intelligence which is Based on the total score of the scale and can be achieved in four poor intelligence, medium, high and very high categorized. The questionnaire includes 49 questions and 7 sub-scales. The validation of this test in the number of questions has been reduced to 36% (Kohansal, et al, 2010). In this study, according to the seven components of organizational intelligence, “Albrecht”, 36 items are intended for organizational intelligence. The questionnaire is rated on a Likert scale. So that each one represents the lowest value and the highest value of the indicator is the number 5. Sorting the items of the questionnaire is presented in Table 3-1.

Table 2 : Questionnaire items of classified intelligence

Item quantity	Item no.	item
6	1-6	Strategic outlook
6	7-12	Shared fate
5	13-17	Appetite for change
7	18-24	Sprit
5	25-29	Alignment and Congruence
4	30-33	Knowledge deployment
3	34-36	Performance pressure
36	-----	total

2. **Function Questionnaire:** to measure job performance of managers from the perspective of a questionnaire of 27 balls Griffin, Neil and Parker (2007) is used. The employee performance questionnaire at three levels: individual, group and organizational measures (Griffin, Neal and Parker, 2007).

To the use research tools, 350 -page questionnaire (including the questionnaire) was distributed 250 questionnaires filled out correctly (including three pages and all options have been answered) were received and analyzed.

**Validity and reliability of the research instrument**

**Validity of the questionnaire**

It was asked from several instructor and councilor and someof statistics experts and the questionnaires were qualified in terms of validity.

**Reliability (POS) Inventory**

Cronbach's alpha for the total amount of questionnaires organizational intelligence and job performance is calculated as follows:

Total Cronbach's alpha for the organizational intelligence questionnaire

Item quantity	Cronbach's alpha
49	0.798

Total Cronbach's alpha for the job performance questionnaire

Item quantity	Cronbach's alpha
27	0.798

**Data analysis method:**

In order to analyze data using SPSS, descriptive statistics (mean, median, and mode) and inferential statistics (Pearson correlation, multiple regression, standard, etc.) are used.

**Variables:**

**Independent variables:** dimensions of organizational intelligence, strategic vision, shared fate, a desire to change, spirit, unity and consensus, knowledge application, and performance pressure.

**Dependent variable:** job performance.

**Data analysis and conclusions:**

In order to analyze the data, descriptive analysis of the index including mean , median , mode, and the parameters of the distribution of the data variance, standard deviation and coefficient of elongation (to determine the asymmetry of the data distribution) was used in the analysis correlations between variables inferred to measured scatter plot correlation coefficient test. After reviewing the data distribution in the descriptive analysis because the data were normally distributed Pearson's correlation coefficient was used. To know the effect rate of every independent variable in determining the dependent one and to know holistically the

percent of organizational intelligence dimensions' variance, we implemented the regression plan with the enter approach for the main variables and the results are as following:

Given the significant level of the test (Sig), the only predictors of desire to change, unity and agreement, application of knowledge and shared fate, they are able to predict job performance. T significance test for these four variables in the regression of less than 0.05 is significant. According to standard coefficients of regression of unity index and concordance with the (Beta=0.564)T it has more portion in proportion of three other variables. It is as following:

(Shared fate) 0.44 + (Knowledge deployment) 0.247 + (Appetite for change) 0.164 + (Alignment and Congruence) 0.056 + 0.041 = (Y) yields

Based on the above regression model with a standard deviation increase in the desire for change, unity and agreement, application of knowledge and common destiny of the employees, such as 0.0164, 0.056, 0.247 and 0.44 standard deviation "job performance" they can make a difference. The index is influenced by unity and agreement.

Table 3. Coefficients of every variable in assessment model

Coefficients model	Unstandardized coefficients		standardized coefficients	T test	Significance level
	B	Std. Error	Beta		
(Constant)	0.041	0.117		0.348	0.028
Strategic outlook	-0.019	0.100	-0.021	-0.197	0.846
Appetite for change	0.164	0.080	0.165	2.056	0.041
Spirit	0.036	0.098	0.035	0.370	0.712
Alignment and Congruence	0.560	0.094	0.564	5.965	0.000
Knowledge deployment	0.247	0.028	0.291	8.825	3.00
Performance pressure	0.030	0.078	0.058	0.330	0.442
Shared fate	0.440	0.074	0.364	4.925	0.007

**Suggestions**

According to the findings of the study based on the relationship between organizational intelligence and job performance we have presented following suggestions to increase the organizational intelligence and to promote the job performance:

- Due to the need for interaction between employees and managers in the organization, under laws and amended, regarding employees' participation (especially line units) to provide.
- According to the necessity of communication between the workers and managers in organizations, they should pave the way for more participation of them.
- Based on the ergometer and the proper timing of each officer and director and by working people are finding value.
- With the increase of assemblies and training terms in action, they should promote the unity spirit and agreement among the managers and other staff.
- With complete accuracy assessment sheets managers and employees to make concessions for prolific careers.
- Increasing the spirit of unity and consensus conferences and in-service training of managers and other employees raise.
- Continuous measurement of indicators of organizational intelligence gates of time to determine the indices could be improved.
- Data analysis of employee performance (as human capital) from holding components of customer satisfaction (as the lack of alternative sources) and compare it with corporate standards and indicators and appropriate measures such as encouragement, discipline and good feedback. Services to be surveyed and the results are collected in separate units are provided. Ranking the top unit after announcing the end of each period is arbitrary provided.

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