Studying the Relation between Organizational Intelligence with Knowledge Management among Members of Faculty of Islamic Azad University Units of District 8 (Non-Medical Units)

Sadaf Pourmonsef[1], Dr. Alireza Chenari[2]

[1]M.A of Educational Administration Islamic Azad University Roudehen,Iran, Member of Young Researchers Club Roudehen Unit,Iran, Department of Education, Roudehen Branch, Islamic Azad University Roudehen, Iran
[2]Assistant Professor& Faculty Adviser, Islamic Azad University Roudehen,Iran , Department of Education, Roudehen Branch, Islamic Azad University Roudehen, Iran

ABSTRACT

This research is about relation between organizational intelligence with knowledge management in faculty (non-medical) of Islamic azad University. Population is members of faculty (non-medical) of Islamic azad University who were employed in 2010-2011 educational year in dist.8 units of university and randomly 6 units selected. Morgan's table helped to select 361 members of faculty. Random cluster sampling in one step was performed. In all, the statistical sample were 266 persons. The research was correlative descriptive-statistical. Questionnaire psychological context was confirmed by experts. Also, to evaluate internal similarity of questions and components the Kronbach Alpha method was used. Organizational intelligence index was 0.97 and knowledge management index was 0.98. Regression index shows knowledge management components affect organizational intelligence.
KEYWORDS: organizational intelligence, knowledge management, members of faculty, Islamic azad University

1- INTRODUCTION

One of the greatest management challenges in modern day is how creating a new generation of intelligent organizations. Organizations that organizational intelligence (OI) is a determinant factor and proper enjoying it can considerably increase organizational productivity and ignoring it may eliminate any organization from competition area and endanger its survival. Organizational intelligence will make sustainable competition advantage and as knowledge-based organizations, universities must be a pioneer for achieving, producing and sharing it; the requirement for fulfilling this fact is promoting the quality and quantity of organizational intelligence in higher education institutes and universities.

Today, knowledge is in the heart of global economy and knowledge management

(KM) is a vital factor in achieving organizational success. Knowledge management is accounted as main component of process and structure of any training organization (Adhikari, 2010). Competition, technology and education globalization forced universities to think about advantages of a commerce obtained during an education semester from its sources for providing a quality service. Universities are extendedly dependent on mental and human capitals for knowledge distribution (Gill, 2009). Higher education in Islamic Republic of Iran, not only is charge for equipping human resource of country to science and technology and training researchers, but also due to specific attention to training and spiritual problems, providing skilled resources with mental and moral qualification and attracting qualified people has a vital importance. Attracting and employing skilled and qualified personnel, maintaining them and motivating as well as promoting professional living of members of faculty are accounted as factors influencing on efficiency and efficacy of higher education. According to the fast changes, members of faculty varied in their roles and this requires professional development and promoting their scientific potency, promoting the potency and knowledge of members of board is the real evidence of university quality; any country who attempt to extend development process must seriously deal with scientific ability and promoting knowledge level, skill and view of members of faculty as an infrastructure of development process. When launching the organizational intelligence was considered as developing concepts, knowledge management played important role in facilitated formulating the strategy of organizational intelligence and its launch. Knowledge and skill of people together, particularly in organizational adjustments result in intelligence development. Key objective for organizational intelligence is maintaining the university in a proper informational situation and making readiness for organization against challenges. Knowledge management make decision about best knowledge leverage in and out

*Corresponding Author: Sadaf Pourmonsef, M.A of Educational Administration Islamic Azad University Roudehen, Iran, Member of Young Researchers Club Roudehen Unit, Iran, Department of Education, Roudehen Branch, Islamic Azad University Roudehen, Iran.sadafpourmonsef@yahoo.com

of Islamic Azad University and how making intangible value for university. By confronting the organizations with knowledge potential, presence and importance of knowledge management and strategic human resources management plays key and critical role in the society. By making the process of value making from intangible properties of organization, knowledge management has activities. Albersht (2002) introduces the dimensions of organizational intelligence in seven dimensions including: strategic perspective, common fate, tendency to change, spirit, unity and agreement, knowledge application and performance pressure. And such components more welcomed with researchers. Matsoda (1999) divided the dimensions of organizational intelligence into five main dimensions including organizational knowledge, organizational memories, organizational learning, organizational relation and organizational attachment. Mandelson and Zikler (1999) provided also a model for organizational intelligence measuring the organizational abilities for data processing and efficient decision making; they believe that more intelligent organizations possess high IQ, such organizations may make better decisions and attain to high results. According to Arstin (2002) main components of intelligent organizations include ability to make change, ability to fast action and reaction, ability to use imaginations, efficient management and using human resources, efficient factors, technology, knowledge and ability of organizational learning. For success in business (organization), "Albersht" considers smart people, smart teams and smart organizations. To prevent dullness of some people, Albersth uses organizational intelligence. Theory of general knowledge management discussed by Vig (1999) in order for making efficiency and success in systematic entrepreneurs and another theory is team knowledge management based on this fact that team work can anchor knowledge and provide a mechanism for organizing and predicting it as verified by Nonaka (1991), Gandri and Mets (1996) and Shahbord (2003). Community- oriented knowledge management theory as discussed by Hovit (2004) considers the subject of knowledge management as link of people to people and people to information for creating competitive advantage. The first and most prominent problem, most organizations encountered when beginning any knowledge-based activity and action is the difference between status quo and suitable situation in organizational knowledge. Therefore, knowledge management is considered as a social activity.

Organizational intelligence is the capacity of organization for mobilizing all mental forces that are in access and focusing such mental force on achieving the organizational mission. Upon this definition, although in recent years, there have been discussed different concepts of competitive intelligence, artificial intelligence,, in Iran, but organizational intelligence is yet in its nascent stage and is considered as an initial basis for future studies in this field. Knowledge management is considered as achieving proper knowledge for proper people in proper place and time, such that they can have best usage for achieving organizational objectives. According to this definition, however date of recording and maintaining the knowledge in clay compact boards in Mesopotamia returns back to the era of Ilam and Ashoor civilizations to five thousand years ago, but first national conference for knowledge management held on Feb. 2007 by the attendance of managers, researchers of country. Khodadadi et al. (2008) conducted a study called "Relation between organizational intelligence and knowledge management in Department of Physical Education of Western and Eastern Azerbaijan". Results indicate that according to Pearson Correlation Coefficient, there is positive and significant relation between microsystem of knowledge management and all components of organizational intelligence and total organizational intelligence. Satari Ghahfarokhi (2007) conducted a study called "Studying the relation between subsystem of knowledge management and organizational intelligence and its components in Isfahan Steel Company. Results of this study indicated that there is significant and positive relation between knowledge management and organizational intelligence. Vasilache et al (2008) conducted a study called "Dimensions of organizational intelligence in Romanian companies, a perspective of human resource". The main objective of this study includes providing a general schema of situation of employees of Romanian companies according to seven dimensions of organizational intelligence of Albersht. 13% of employees of small companies didn't know this concept at all. However, data analysis indicated that organizational intelligence was in average or higher degree. Richard (2005) conducted a study called "Relation of knowledge management with organizational intelligence and importance of its integration. Its results indicated that efficiency of organizational intelligence increases based on knowledge development and promotion as well as improving the mental models and perception of decision makers from their integrity.

Tezoka Vniova (2004) dealt with a study called "Influence of data sharing in organizational intelligence and inter-organizational intelligence". Results indicated that for having a relation based on cooperation, not only it is necessary to accessing the sources but also it is necessary data sharing between members of organization. Liebowitz (2001) conducted a study called "Relation of knowledge management with organizational intelligence". Results of this study indicated that organizational intelligence is one of the infrastructures of development in knowledge management. In this study, there is significant relation between knowledge management and organizational intelligence. The main objective of this study is recognizing the relation between organizational intelligence and knowledge management among members of faculty of Islamic Azad University Units of district 8.

According to above mentioned, one can state that Islamic Azad University has also competitive environment and for its success it must be intelligent by which can has fast and proper reaction against environmental changes. By conducting this study, we are going to answer this question: is there any relation between organizational intelligence and knowledge management between members of faculty of Islamic Azad University Units of district 8 (non-medical)?

2- **Sub question of study**

- Is there any difference between relation of organizational intelligence and knowledge management according to the field of study of members of faculty in Islamic Azad University units of district 8?

3- METHODOLOGY

According to the indices and objective of study, the methodology used in this study is of descriptive- surveying method and of correlation type. Population of this study include all members of faculty of district 8 of Islamic Azad University (non-medical), including central Tehran, north Tehran, South Tehran, science and researches, west Tehran, Shahre Rey, Islam Shahr, Gheyam Dasht, Firooz Kooh, Varamin, Roodehen, Paradise, Parand, Damavand, Shahre Qods, Robat Karim, Boomehen, Malard, Shahriar, Safadasht units that are controlled by District 8 of Islamic Azad University (non-medical). Total population of members of faculty included 6000 people. Units selected fully randomly included: Central Tehran, Damavand, north Tehran, South Tehran, West Tehran, and Paradise and sample size based on Morgan table included 361 people and 266 members answered to the questions of questionnaires. Data collected on field based and by questionnaires; first questionnaire included organizational intelligence standard prepared by Albersht (2003) and its components included an approaching perspective, common fate, tendency to change, bravery and vigor, unity and agreement, knowledge use, performance pressure and second questionnaire that made by author included knowledge management based on Nili and nafisi view (2004) with its components include: social dimension of knowledge management, technical dimension of knowledge management, knowledge making organizational culture, cultural factors, technological factors, political factors, knowledge ports, knowledge citizens, knowledge-based organization processes, knowledge-based structure, knowledge leadership, knowledge sources. For determining the psychometric properties of mentioned questionnaires, the validity of its contents was verified by professors and specialists in this field. In addition, in order for meeting the internal consistency between questions and components, there was used Kronbach calculation method is a preliminary study with size of 30 members of board in which the validity of total index of organizational intelligence and total index of knowledge management obtained 0.97 and 0.98 respectively. Data analysis conducted based on regression and variance analysis and t test using SPSS software.

4- RESULTS

Results of main question of this study include:

Is there any significant relation between organizational intelligence and knowledge management among members of faculty of units of district 8 of Islamic Azad University?

To answer this question, relation between knowledge management and organizational intelligence, there was used step-by-step regression method.

Table 1- Summary statistics of model

Multiple correlation coefficient	Determination coefficient
0.85	0.733

According to the value of multiple correlation coefficient, 0.85 and determination coefficient, 0.733, it is indicated that the component of knowledge management is 73.3% and it determines the changes in the component of organizational intelligence.

Table 2- Regression Variance Analysis

	X^2	Freedom degree	Mean	F	Significance level
Regression	95.589	1	95.589	723.141	0.000
Remained	34.897	264	0.132		
Total	130.487	265			

According to the value of F in variance analysis table, 723.141, with freedom degree (1, 264) and significance level, 0.000, and comparing this significance level with 0.05 as observed, minimum of one of the components of knowledge management is influence on component of organizational intelligence.

Table 3- Regression Coefficient

	Non-standard coefficients		Standard coefficients	t	Significance level
	Coefficients	Coefficients deviation	Beta		
Intercept	0.836	0.104		8.055	0.000
Knowledge management	0.908	0.034	0.856	26.891	0.000

According to the regression coefficient table, it is indicated that knowledge management influences on organizational intelligence.

$$OI= 0.836 + 0.908 \times KM$$

Where;
OI= organizational intelligence
KM= Knowledge Management

On the other hand, by one unit increase in knowledge management, while other components remained invariable, organizational intelligence may increase about 0.908, vice versa.

Is there any different relation between organizational intelligence and knowledge management according to the field of study of members of faculty in units of district 8 of Islamic Azad University?

Table 4- summary statistics of organizational intelligence, fields of study

Field of study	Number	Means	SD	Mean SD	Mini	Max
Technical and engineering	32	3.5976	0.71599	0.12657	1.86	4.98
Liberal arts	159	3.4808	0.74002	0.5869	1.55	5.55
Science	59	3.7205	0.59845	0.07791	2.20	5.12
Art and architecture	16	3.6722	0.54971	0.13743	2.22	4.39
Total	266	3.5595	0.70171	0.4302	1.55	5.55

Table 5- Levene Test, Organizational Intelligence, Field of Studies

Levene Test	Df_1	Df_2	Sig
1.785	3	262	0.150

According to the statistic of **Levene** Test, 1.785, with df, 3.262, and significant level 0,150, and comparing this significant level with 0.05 observed, there is no significant difference between organizational intelligence of field of studies. With significant level of 0.150, is homogenous (sig> 0.05).

Table 6- ANOVA for organizational intelligence, fields of study

	X^2	df	Mean X^2	F	Sig
Between- groups	2.764	3	0.921	1.890	0.132
Within -groups	127.723	262	0.487		
Total	130.487	265			

According to the value of statistics, F of variance analysis, 1.890 and significance level of 0,132 and comparing it with 0.05 observed, there is no significant difference between mean score of organizational intelligence in different fields (sig> 0.05).

Table 7- Summary statistics of knowledge management, field of study

Field of study	Number	Means	SD	Mean SD	Mini	Max
Technical and engineering	32	3.0680	0.67684	0.11965	1.43	4.58
Liberal arts	159	3.9003	0.67743	0.05372	1.15	5.00
Science	59	3.1958	0.59871	0.07795	1.65	4.40
Art and architecture	16	3.1188	0.52658	0.13165	1.58	3.88
Total	266	2.9992	0.66126	0.04054	1.15	5.00

Table 8- Levene Test, Knowledge Management, Field of Studies

Levene Test	Df_1	Df_2	Sig
0.714	3	262	0.544

According to the statistic of Levene Test, 0.714, with df, 3 and 262, and significant level 0,544, and comparing this significant level with 0.05 observed, there is no significant difference between knowledge management of field of studies. With significant level of 0.544, is homogenous.

Table 9- Post Hoc Tests, knowledge management of fields of study

		Means difference	SD of differences	Sig
First group, technical and engineering	*Liberal arts*	0.1677	0.12649	0.548
	Science	-0.1278	0.14332	0.809
	Art and Architecture	-0.0508	0.19989	0.994
Second group liberal arts	*Science*	-0.2954	0.9952	0.017
	Art and Architecture	-0.2184	0.17122	0.579
Third group science	*Art and Architecture*	0.0770	0.18401	0.975

According to table (9), it is indicated that there is significant difference between knowledge management of fields of science and liberal arts. According to table, summary statistics indicated that the mean of knowledge management, 3.1958 of science is more than liberal arts, 2.9003, but other fields have no significant difference.

DISCUSSION AND CONCLUSION

This study aimed to answer two researching questions. Frist question, that was the main objective of this study include: is there any significant relation between organizational intelligence and knowledge management among members of faculty of units of district 8 of Islamic Azad University? For answering to this question, there was used step-by-step regression method. Results indicated that there is positive and significant relation between organizational intelligence and knowledge management. Results of this study are conformed to the studies of Khodadadi et al (2008), Sattari Ghahfarokhi (2007Liebowitz (2001).

Second question was: is there different relation between organizational intelligence and knowledge management according to the field of study of members of board in units of district 8 of Islamic Azad University?

To answer to this question, there is no significant difference between organizational intelligence and field of study. There is significant difference between knowledge management of science and liberal art, but there is no significant difference in other fields of study. There is indeed significant difference between organizational intelligence and knowledge management according to the fields of science and liberal arts. It must be mentioned that this question has not been investigated by any study. This study has been conducted for the first time in the country.

Like most studies, accomplishing this study came with some limitations and barriers some of them include:

a-   *Limitations in the Power of Researcher:*
- This study was only investigated on members of faculty of units of district of Islamic Azad University to achieve accurate results; this may limit generalizing the results to other groups.
- Besides studies conducted and literatures review, there was no theoretical framework that can indicate full image of relation between variables. Therefore, choosing the components of study doesn't mean that there is no other competent at all. Thus, there might be other components that have not been yet considered.
- Choosing population due to more control has been conducted based on some variables such as field of study,…., therefore, generalizing the results to other groups come with some considerations.
- There was not used other data collection tools such as interview that result in non-align in the results of questionnaire.
b- *Limitations out of control of Study:*
- Lack of enough literature review for subject of study;
- It was some troubles for accessing and using books, and articles;
- Changing the qualities to quantities (choices in questionnaire) usually limits generalizing the results of field works as occurred in this study;
- Lack of standard tools providing the possibility of recognizing the challenges;
- Because results obtained based on data of questionnaire, and mentality of people and their records interferes in answering to those questions, therefore, prejudices and individual values may interfere in the type of answers reducing the external validity of this study.
- Not cooperation of some members of faculty that forming the statistical sample of this study when completing the questionnaire.

Like most studies, there are some recommendations for this study:

1- *Applicable Recommendations:*

- Organizational intelligence is related to the knowledge management, therefore, it is recommended to recognize and promote the components with strong elation with knowledge management components by studying the components of organizational intelligence. Because population had less knowledge of concepts of organizational intelligence and knowledge management, so it is required to train such concepts to members of faculty.

- In current era, training organizations, particularly universities are required to enjoy organizational intelligence for uniting with changes in the world.

- It is recommended to smartly attempt in universities to promote organizational learning.

- It is recommended to combine knowledge management with approaching objectives in training organizations.

- It is also recommended to promote knowledge sharing among training organizations.

- It is recommended to provide a clear perspective than how developing the knowledge among members of faculty.

- Because components of knowledge management in this study extracted according to Nili and Nafisi view (2004), therefore, it is recommended to create other components with more sensitivity and accuracy using standardized views of specialists of scientific system of country.

- Because for examining the relation between organizational intelligence and knowledge management, this study only used the views of members of faculty, then, it is recommended that for promoting the components of organizational intelligence and knowledge management, use the views of employees and authorities and all people who are interfering in the higher education system as well.

2- **Perspectives for Other Researchers**

- Conducting the similar study in other communities to achieve proper conceptual frameworks;
- Studying how organizational intelligence formed in the organizations;
- Studying the relation of organizational intelligence with organizational structure;
- Studying the relation of organizational intelligence with organizational maturity;
- Studying the relation of organizational intelligence with organizational transformation;
- Effect of organizational intelligence on organizational health;

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