



Research Article

**RELATIONSHIP BETWEEN ORGANIZATIONAL INTELLIGENCE AND HOSPITALS AGILITY OF SHIRAZ UNIVERSITY OF MEDICAL SCIENCES**

**KHAIRALLAH CHAMAN<sup>1</sup>, SOMAYEH HESAM<sup>2\*</sup>, ABBAS YAZDANPANA<sup>3</sup>**

**AUTHOR DETAILS**

**Received: 16<sup>th</sup> Aug 2016**

**Revised: 20<sup>th</sup> Sep 2016**

**Accepted: 28<sup>th</sup> Sep 2016**

**Author details:** <sup>1</sup>Department of Healthcare Management, Fars Science and Research Branch, Islamic Azad University, Marvdasht Iran & Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht Iran  
<sup>2</sup>Assistant Professor, Department of Health Services Administration, Shiraz Branch, Islamic Azad University, Shiraz, Iran

<sup>3</sup>Assistant professor, Department of Healthcare Management, Marvdasht Branch, Islamic Azad University, Marvdasht Iran

**Corresponding author email:**  
somayehh59@yahoo.com

**ABSTRACT**

**Introduction:** Regarding the changing environment of hospitals and necessity of providing services in the shortest possible time and with acceptable quality and cost for patients, attention to innovative and smart approaches and using maximum mental abilities of the organization for increasing hospitals agility seems necessary. In fact, this study aims to answer this question that is there a significant relation between organizational intelligence (and its components according to Albrecht model) and hospitals agility? **Method:** The present study is applied in respect of aim and descriptive in regard of nature and method and for this purpose, a 368 persons sample was selected by stratifies sampling method among all 8247 personnel working in 15 active hospitals. For data collection in the field of organizational intelligence Albrecht organizational intelligence standard questionnaire and for organization agility, agility standard questionnaire which has been designed based on Goldman agility model were used. **Results:** Findings showed that there is a positive and significant relation between organizational intelligence and its seven components (strategic perspective, shared fate, desire to change, spirit, knowledge application, union and agreement and performance pressure) with hospitals agility and except intervening variable of educations other intervening variables like age, gender, marital status and working background have no impact on organizational intelligence and hospitals agility. **Conclusion:** Regarding the results of this study, choosing some solutions for codifying dynamic strategic programs in hospitals and holding training courses of organizational intelligence for informing personnel and managers could lead to increasing of hospitals agility level and providing effective service for patients. **Keywords:** Organizational intelligence, Organizational agility, Appetite for Change, Heart, Knowledge Deployment, Performance Pressure, Strategic Vision, Shared Fate and Alignment & Congruence.

**INTRODUCTION**

The word agility in lexicon is used in the meaning of fast and frisky movement, the ability to move easy and fast and being able to rapidly think in an intelligent method which has been introduced for reacting to the business environment changes and utilizing these changes as opportunities.

Organizational intelligence means possessing a comprehensive knowledge from all factors effective on the organization. Having a deep knowledge about all stakeholders (the society and addressees, clients,

competitors and economic environment) and organizational operations and processes (financial, sale, production, human resources,) which have a great impact on management decisions quality in the organization<sup>[1]</sup>. Organizational intelligence enables us for decision making in all factors effective on the organization and companies.

Service organizations like all organizations have their own specific properties which include being purposive, organizational structure, commitment to law and organizational relations. Most researchers predict that

the working environment is changing continuously and rapidly. Today, with the growth of technology, inventive communicational methods, spiritual reality, markets improvement and alternative occupational patterns, each in its turn has created many evolutions for Karl Albrecht, changes have found more acceleration. Success in business (organization) points to possessing intelligent human agents and intelligent organizations<sup>[2,3]</sup>.

In such a universal diverse condition, organizations have to adopt themselves with agitated and changing environmental conditions to protect competitive potency and become agile and seek for the organization agility paradigm for answering these changes. On one hand, in today complex organizations, organizational intelligence is resultant of human active intelligence and artificial intelligence<sup>[4]</sup>. Undoubtedly, the organizations managers for dynamicity and increasing their organization efficiency won't have any way except utilizing these two intelligent courses.

Albrecht for responding the requirements and preventing from group idleness uses the title of organizational intelligence. In the issue of organizational intelligence, he provides a model which has heptad dimensions: strategic perspective, shared fate, desire to change, union and agreement, spirit, knowledge application and performance pressure<sup>[5,6]</sup>.

Regarding the importance of achieving agility in governmental organizations and although the ability to make more intelligent decisions and fast adaptability with environmental changes may be the greatest competitive advantage of 21<sup>th</sup> century, but endeavor for making the organizations more intelligent has been neglected. Albrecht defines organizational intelligence as the organization capacity for mobilizing all accessible mental forces and concentrating this mental force on achieving the organization prophecy. For organizations, societies and even people who plan for their future, recognition of changes nature and future conflict significance seems necessary and vital, but unfortunately in studies, the organization spiritual capitals such as organizational intelligence and the organizations agility has been noticed less. This study main issue is that whether we can claim that recognizing and using organizational intelligence could increase organization competitiveness potency and distinguish it from other organizations. Or in other words, could quest for organizational intelligence result

in increasing the organizational agility? And could a model be provided using organizational intelligence for increasing the organizations agility?

Regarding these cases and that any mentionable studies<sup>[7,8]</sup> have been performed in this respect and regarding the effective role of human force in hospital and necessity of rapid and timely responding to the patients' demands, in this research, we are going to assess the impact of organizational intelligence on organizational agility in hospitals of Shiraz city Medical sciences University.

**Theoretical fundamentals:** Organizational intelligence: having a deep knowledge about all factors like customers (the society and addresses, clients, etc), competitors, economic environment, operation and organizational processes (financial, sale, production, human resources, etc) which have a great effect on management decision makings in the organization is organizational intelligence. Organizational intelligence enables you for decision making in all factors effective on the organization and companies.

Organizational intelligence includes an organization talent and capacity for rousing the organization mental ability and concentrating this ability for reaching the organizational prophecy. According to the Albrecht model, the organizational intelligence has the following heptad dimensions:

**Strategic perspective:** is briefly the ability to create, induce and state an organization's objective.

**Shared fate:** when all or most people in the organization get involved in work, they know what is the organization prophecy and mission, feel they have a shared goal and each perceive the organization success naturally.

**Desire to change:** some organizational cultures are guided by their own grounder administrative teams. In these cultures, the performance method, reflection and reaction to surrounding environment has been made so similar that any kind of change and evolution indicates a type of illness or even revolt.

**Spirit:** when we think about the quality of personnel working life, notice the personnel feeling about working and management and consider their optimism rate to their job duties and promotion and progress opportunities in the organization, a notion called spirit is formed in our mind.

**Union and agreement:** without a series of rules for administration, each group will face many problems

and disagreements in continuing its work. People and teams should organize themselves for realizing the organization prophecy and mission divide the responsibilities and jobs and enact some rules for contact and relation with each other and encountering the environment.

**Knowledge application:** today, more than before, those measurements which have led to success or failure in an organization have been mainly based on effective use of knowledge, information and data. Each organization activity highly depends on acquired knowledge and immediate correct decisions.

**Performance pressure:** managers shouldn't be merely involved in performance. In an intelligent organization, each of administrators should be in their administrative position. Leaders could promote the notion of administrative lever and support it, but this has the greatest effect when it is under the title of an effective collection of mutual expectations and operational requirement for shared success.

**The organization agility:** the word agile in lexicon means fast, nippy and active movement and agility is the ability to move fast and easily and being able to think rapidly and intelligently. The origin and root of agility is due to agile production and agile production is a notion which has been extended during last years and has been accepted as a successful strategy by producers who are preparing themselves for considerable increase of performance. In such an environment, each organization should have the ability to simultaneously produce different products with short life length, redesign the products, change production methods and the ability to efficiently react to changes. In case of possessing such capabilities, that productive institution will be called an agile organization. Many definitions have been provided for agility but none of them are opposed to others and they don't reverse each other. Generally, these definitions show change and speed in business setting. Regarding that the agility subject is a new one, there is no universal definition to be confirmed publically.

**General objective:** examining the relation between organizational intelligence and agility of Shiraz City Medical Sciences University hospitals.

**Appropriative objective:** Examining the relation between strategic perspective and hospitals agility.

Examining the relation between shared fate and hospitals agility.

Examining the relation between desire to change and hospitals agility

Examining the relation between spirit and hospitals agility

Examining the relation between knowledge application and hospitals agility

Examining the relation between union and agreement and hospitals agility

Examining the relation between performance pressure and hospitals agility

**Main hypothesis:**

There is a significant relation between organizational intelligence and hospitals agility.

**Secondary hypothesis:**

There is a significant relation between strategic perspective and hospitals agility.

There is a significant relation between shared fate and hospitals agility.

There is a significant relation between desire to change and hospitals agility.

There is a significant relation between union and agreement and hospitals agility.

There is a significant relation between performance pressure and hospitals agility.

## **MATERIAL AND METHODS**

In respect of method and nature, the present study is a descriptive research. The statistical population of this study includes all personnel of governmental active hospitals of Shiraz city Medical Sciences University. Totally, in these hospitals 8247 persons are working. For determining the sample content, Cochran sample content formula and for sampling stratified sampling method was used.

For data collection, two questionnaires of organizational agility and organizational intelligence were used. For assessing the rate of hospitals agility, standard questionnaire of assessing the organization agility rate which has been designed based on Goldman agility model was used. This questionnaire includes 27 questions that for each question 5 options were defined as follows:

1= very low, 2= low, 3= medium, 4= high, 5= very high

In this study, for examining organizational intelligence, the standard questionnaire which has been designed based on Albrecht organizational intelligence model

was used. this questionnaire includes 49 questions with five-degree Likert scale which range from quite disagree (1), disagree (2), neither agree nor disagree (3), agree (4) to quite agree (5).

In this study, SPSS software has been used for assessing correlation between variables (organizational intelligence and the organization agility) has been used and in this study, average comparison method and also statistical tests of independent – sample T-test and one way anova and Spearman correlation factor have been used.

**RESULTS**

The research findings which were extracted from 368 studied samples showed that the sample constituted 60.6 women and 39.4 men and 67.7 % were married and also, 92.1% of them had academic educations. 46.5% of personnel were 31 to 40 years old. 78.3 % were personnel with less than or equal to 15 years precedent. In respect of employment type, 29.8% were official, 45.4% contractual, 4.3% inclusive of human force plan, 19.3% contractual and 53.5% were personnel working in treatment section.

Based on the results obtained from this study, the average level of organizational intelligence of Shiraz city medical sciences University hospitals was 132.83 a little higher than medium in which the highest rate was related to organizational intelligence components in hospitals level relating to union and agreement components (with average 21.22) and the lowest rate has been related to the component of desire to change with average 16.85. Also, based on table 7-4 the hospitals agility level has been on average higher than medium (81.73). Moreover, Zeinabieh hospital has acquired the highest average of organizational intelligence score (144.68) and organizational agility (91.11) among hospitals of Shiraz city Medical Sciences University.

**Hypotheses results:**

**Main hypothesis:** the results obtained from examining main hypothesis using Spearman correlation between organizational intelligence and studied hospitals agility indicates a significant and direct relation.

**Main hypothesis:** the results obtained from examining main hypothesis using Spearman correlation between organizational intelligence and studied hospitals agility indicates a significant and direct relation.

**Table 1: Correlation between organizational intelligence and organizational agility**

		organizational intelligence	organizational agility
organizational intelligence	Spearman correlation coefficient	1	0.649
	p value		0.000
organizational agility	Spearman correlation coefficient	0.649	1
	p value	0.000	

\*\* Correlation is significant in 0.01

Regarding the above tables , the rate of correlation between organizational intelligence and organizational agility was obtained equal to 0.649, since p level is smaller than  $\alpha = 0.01$ , we can say that there is a positive and significant relation between organizational intelligence and Shiraz city Medical Sciences University hospitals agility with 99% certainty, in this sense that the more is the score of organizational intelligence , the more is hospitals agility and main hypothesis is confirmed.

**First hypothesis:** using Spearman correlation, a direct and significant relation was found between the strategic perspective and studied hospital agility.

**Table 2: Correlation between strategic perspective and hospitals agility**

		strategic perspective	organizational agility
strategic perspective	Spearman correlation coefficient	1	0.138
	p value		0.014
organizational agility	Spearman correlation coefficient	0.138	1
	p value	0.014	

\*\* Correlation is significant in 0.05 level.

Regarding the above table, the rate of correlation between strategic perspective and organizational agility has been obtained equal to 0.138, since p value is smaller than  $\alpha = 0.05$ , we can say that there is a positive and significant relation between strategic perspective and Shiraz city Medical Sciences hospitals with 95% certainty, in this sense that the more the strategic

perspective, the more is the hospitals agility and the first secondary hypothesis is confirmed.

**Second secondary hypothesis:** using Spearman correlation, a direct and significant relation was found between shared fate and studied hospitals agility.

**Table 3: Correlation between shared fate and hospitals agility**

		shared fate	organizational agility
shared fate	Spearman correlation coefficient	1	0.634
	p value		0.000
organizational agility	Spearman correlation coefficient	0.634	1
	p value	0.000	

\*\* Correlation is significant in 0.01 level.

Regarding to the above table, the rate of correlation between shared fate and organizational agility has been obtained equal to 0.634, since the p value is smaller than  $\alpha = 0.01$ , we can say that there is a significant and direct relation between shared fate and Shiraz City Medical Sciences hospitals agility with 99% certainty, in this sense that the more is the score of shared fate, the more is the hospital agility and second hypothesis is confirmed.

**Third secondary hypothesis:** using Spearman correlation, a direct and significant relation was found between desire to change and studied hospitals

**Table 4: Correlation between desire to change and hospitals agility**

		desire to change	organizational agility
desire to change	Spearman correlation coefficient	1	0.478
	p value		0.000
organizational agility	Spearman correlation coefficient	0.478	1
	p value	0.000	

\*\* Correlation is significant in 0.01 level.

Regarding the above table, the rate of correlation between desire to change and organizational agility has been obtained equal to 0.478, since p value is smaller than  $\alpha = 0.01$ , we can say that there is a significant and

positive relation between desire to change and Shiraz city Medical Sciences University hospitals with 99% certainty, in this sense, that the more is the desire to change, the more is hospitals agility and the third hypothesis is confirmed.

Fourth secondary hypothesis: using Spearman correlation, a direct and significant relation was found between the spirit and studied hospitals agility.

**Table 5: Correlation between spirit and hospitals agility**

		spirit	organizational agility
spirit	Spearman correlation coefficient	1	0.426
	p value		0.000
organizational agility	Spearman correlation coefficient	0.426	1
	p value	0.000	

\*\* Correlation is significant in level 0.01.

Regarding the above table, the rate of correlation between spirit and organizational agility has been obtained equal to 0.426, since p value is smaller than  $\alpha = 0.01$  level, we can say that there is significant and positive relation between spirit and Shiraz city Medical Sciences University Hospitals with certainty of 99% , in this sense that the more is the spirit score, the more is hospitals agility and the fourth secondary hypothesis is confirmed.

**Fifth secondary hypothesis:** using Spearman correlation, there is a significant and direct relation between knowledge application and the studied hospitals agility.

**Table 6: Correlation between knowledge application and hospitals agility**

		Knowledge application	organizational agility
knowledge application	Spearman correlation coefficient	1	0.216
	p value		0.000
organizational agility	Spearman correlation coefficient	0.216	1
	p value	0.000	

\*\* Correlation is significant in level 0.01.

Regarding the above table, the rate of correlation between knowledge application and organizational agility has been obtained equal to 0.216, since p value is smaller than  $\alpha = 0.01$  level, we can say that there is significant and positive relation between knowledge application and Shiraz city Medical Sciences University hospitals with certainty of 99%, in this sense that the more is the score of knowledge application, the more is hospitals agility and the fifth hypothesis is confirmed.

**Sixth secondary hypothesis:** using Spearman correlation, a significant and direct relation was found between union and agreement and the studied hospitals agility.

**Table 7: Correlation between union and agreement and hospitals agility**

		union and agreement	organizational agility
union agreement	Spearman correlation coefficient	1	0.600
	p value		0.000
organizational agility	Spearman correlation coefficient	0.600	1
	p value	0.000	

\*\* correlation is significant in level of 0.01.

Regarding the above table, the rate of correlation between union and agreement and organizational agility has been obtained equal to 0.6, since p value is smaller than level  $\alpha = 0.01$ , we can say that there is a positive and significant relation between union and agreement and Shiraz city Medical Sciences University hospitals agility with 99% certainty, in this sense that the more is union and agreement score, the more is hospitals agility and sixth hypothesis is confirmed.

**Seventh secondary hypothesis:** using Spearman correlation, there was a significant and direct relation between performance pressure and studied hospitals agility.

**Table 8: relation between performance pressure and studied hospitals agility**

		performance pressure	organizational agility
performance pressure	Spearman correlation coefficient	1	0.536
	p value		0.000
organizational agility	Spearman correlation coefficient	0.536	1
	p value	0.000	

\*\* Correlation is significant in level 0.01.

Regarding the above table, the rate of correlation between performance pressure and organizational agility has been obtained equal to 0.536, since p value is smaller than level  $\alpha = 0.01$ , we can say that there is a significant and positive relation between performance pressure and Shiraz city Medical Sciences University hospitals agility and seventh hypothesis is confirmed.

## DISCUSSION

For examining the role of intervening variables, average comparison tests have been used. for this purpose, the relation between two variables of organizational intelligence and hospitals agility in the presence of intervening variables including age, gender, marital status and educations was studied through comparison test that for two valued variables like age, gender and marital status, average comparison and independent test and for multivalued variables like educations, employment type, age, background and occupation one way Anova average comparison have been used and based on the obtained results , other than intervening variable of educations, the rest of intervening variables like age, gender, occupation type and job background have no impact on the relation between organizational intelligence and hospitals agility.

According to Sharifi & Jang (1999)<sup>[9]</sup>, agility means every organization's ability to feel, perceive and predict existing changes in work setting. Such an organization should be able to recognize environmental changes and regard them as growth and inflorescence factor. Somewhere else, they define agility as the ability to overcome on unexpected challenges for encountering unprecedented threats of working environment and acquiring profit from changes as growth and progress opportunities.

Brian Maskel (2001)<sup>[10]</sup> defines agility as the ability to create prosperity and inflorescence in the environment with continuous and unpredictable change. In this concern, the organizations should not fear changes in their working environment. But, they should imagine change as an opportunity for acquiring competitive advantage in the market setting. Based on the results and consequences, agility means dynamic, situational and adventuresome changes which ensure success in the context of market share and access to mass customers. In other words, here agility means the ability of a business unit for growth and survival in a competitive environment whose changes has been

continuous and unpredictable and requires rapid reaction to diverse markets. Undoubtedly, this is accomplished through creating value in products and services required by customers. Therefore, agility may be defined as the organization ability for rapid reaction to market demands and customers' needs.

According to Kidd (1994)<sup>[11]</sup>, for making agility paradigm operational, we can consider it as incorporation of numerous institutions, each has several key skill or competence for shared activities and could prepare the organization with each other's aid for rapid reaction to the customers diverse requirements. It is quite evident that Kidd's main purpose here is the same virtual organization. He mentions one of the most universal definitions of organizational agility as follows:

The agile organization is a rapid, consistent and aware business which has the capability of rapid consistency in reacting to unpredicted unexpected events and evolutions, market opportunities and the customers' requirements. In such a business, some structures and processes are found which could facilitate the speed, adaption and strength and have a regular and coordinated organization which has the ability to attain competitive performance in a quite dynamic and unpredictable commercial setting and of course this setting is not asymmetric with present functions of the organization.

## CONCLUSION

This study results show that organizational intelligence of Shiraz city Medical Sciences University hospitals is creating a suitable background for increasing organizational agility. Regarding that each of organizational intelligence dimensions are examined, it is a feature and trait and not a process or a special operational method; as a result, we can identify various factors which influence organizational intelligence. Hospitals managers and planners could take some steps towards promoting hospitals agility and improving services provision and speed in services by including organizational intelligence training in personnel in service training programs.

## REFERENCES

1. Hornby AS. Oxford Advanced Learner's Dictionary of Current English, Sixth Edition. Oxford University Press. 2000. p. 25.
2. Howson C. Successful Business Intelligence – Secrets to Marking BI a Killer App,. McGraw-Hill Companies. 2008.
3. Barati Alaviche H. Library information centers management, Tehran. 2001
4. Challenger L, Lee S. Effects of control over office workspace on perceptions of the work environment and work outcomes. *Journal of Environmental Psychology*.2005;25:323-333
5. Alberecht" Organization Intelligence & Knowledge Management " from <http://www.karlalbrecht.com>. 2002.
6. Ahmadi M. - Foundation of organization and management, Cultural Research Publication, 2005
7. Albrecht K. The Power Of mind at work: Organizational intelligence in action. Amazon, new york. 2003.
8. Jafar Nezhad A. An introducaion to organization agility and agile production, Mehraban Publication 2007
9. Sharifi h, zhang z. A methodology for achieving agility in manufacturing organizations: an in troduction " . *international journal of production economics*.1999;62(1-2):7-22.
10. Maskell b. the Age of Agile Manufacturing, Supply Chain Management, *International Journal of Production Economics*.2001;6(1):5-11.
11. Kidd p. Two definitions of agility,available at website address. [www. CheshireHenburycom](http://www.CheshireHenbury.com). 2000:55.