



Organizational Intelligence, Survival Factor of Today's Organizations

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ABSTRACT

Nowadays, numerous factors affect survival of service and industrial units; these factors change rapidly. Organizations should always adapt themselves to changes occurred in environment and their surrounding and should move with them. An organization should not only change its status once in a while, but it should realize that the change phenomenon is permanent and its survival will depend on having such a procedure in the competitive world. Therefore, they are forced to use their resources such as organizational intelligence in the best way to survive. One of the most important abilities of an organization is organizational intelligence that increases the variability capacity of the organization. To do this, organizational intelligence, environmental changes at present and the role of intelligence in survival of organizations with regards to environmental changes are respectively studied in this article.

Keywords: Organizational Intelligence, Environmental Changes, Survival Of The Organization And Competitive Advantage.

Introduction

Nowadays, numerous factors affect survival of service and industrial units; these factors change rapidly and these changes are unpredictable. A large number of organizations are working in such an environment (Zarei Matin, 2011). In conclusion, organizations should always adapt themselves to changes occurred in environment and their surrounding and should move with them. An organization

should not only change its status once in a while, but it should realize that change phenomenon is permanent and its survival will depend on having such a procedure in competitive world (Al Deft, 2011). Therefore, they are forced to use their resources such as organizational intelligence in the best way to survive. One of the most important abilities of an organization is organizational intelligence

that increases the variability capacity of the organization (Albrecht, 2003). The concept of organizational intelligence, which is introduced in recent years, attracts attention of scientists and researchers in different fields like organization and management authorities. In other words, persons who have high intelligence and IQ will succeed in human world; certainly, there will be the same status in the organizational world (Elahian and Zavarian, 2009). Considering the contents mentioned in this article, it is tried to study the role and place of organizational intelligence in survival of today's organizations in variable and turbulent environment.

Intelligence definition

Psychologists have defined intelligence as the ability to function effectively in life. Intelligent persons are those who are encouraged to learn knowledge and skill resulted from experience to manage efficiently and to perform everyday life duties. One of the most important aspects of intelligence is to accept to global dynamic changes, environmental changes, skills and knowledge gained from past experiences that are undeniable and challenging.

Intelligence is a vague concept that has been defined in various fields. Some definitions are as follows: some instructors define intelligence as "ability to learn". Some biologists define it as "ability to adapt you to environment". Some psychologists define it as "information ability to achieve the considered aim through logic" (Alaie, 2011).

Intelligence and its kinds

1. Visual / spatial Intelligence
2. Verbal / Linguistic Intelligence
3. Logical / Mathematical Intelligence
4. Physical / kinetic intelligence

5. Musical / rhythmic intelligence
6. Intrapersonal Intelligence
7. Interpersonal intelligence (Alaie, 2011)

What is organizational intelligence?

Some features available in human and other living creatures are possible to be introduced and studied in organizations by creating new theories in organizational and management sciences such as systems theory and organic system theory in contrast to mechanical organizations because human always emulate and copy from natural phenomena in scientific and technological achievements. As human have abilities such as learning, memory, knowledge, thought, intelligence etc., organizations have the same abilities because they are made by humans. Intelligence is one of the features considered an individual subject for a long time. Organizational intelligence along with other concepts such as competitive intelligence, cultural intelligence, spiritual intelligence, technological intelligence, economic intelligence, social intelligence, political intelligence are entered in management literature and are also allocated some parts of management and organizational studies to itself (Faghihei, 2010).

Albrecht has stated that he has spent more than 30 years of his occupational life in organizational madness and silliness; organizations that have associated with confusion, frustration, anger and rage. He has seen many intelligent, eager and motivated persons who have changed to tired and indifferent ones after so many years of struggle with stupid bureaucracy and who have suggested their Act regarding their experience. When intelligent people come together in an organization, they tend towards collective stupidity. This collective disability is not the necessary or inevitable section of life

of an institute or company. It is partly optional that intelligent persons allow it to occur. It is also partly optional that leaders show by their behaviors, which means they accept and compensate it (Albrecht, 2003).

Organizational intelligence is a new concept in organizational and management texts. Background of organizational intelligence dates back to the 1990s and its origin must be searched in theories of knowledge management and organizational learning, organizational intelligence, however, was clearly introduced in an article entitled "organizational intelligence and its importance as a process and a product" offered by Matsuda in international conference on economics in Tokyo in 1992. After that, the other experts studied this subject. Articles, books and research have been collected in this field (Jafari and Aghihei, 2009).

The various definition of organizational intelligence:

Matsuda (1992) states that organizational intelligence is defined as complex, interactive, cumulative and coordinating collections of human and machine intelligence of organization as a whole (Mamatsuda, 1992).

Glynn (1996), organizational intelligence is defined as operations related to information processing which is leaded to compatibility with environmental demands and related to starting and implementing of innovations (Glynn, 1996).

William Halal (1997), organizational intelligence means the capacity of an organization to create knowledge and to use it strategically for adapting to environment and business place (Halal, 1997).

Albrecht (2003) believes that organizational intelligence is a capability and ability that forces all organizational intellectual abilities to move and focuses this intellectual ability to achieve the goal and mission of the organization (Albrecht, 2003).

Two fundamental factors in organizational intelligence

Organizational intelligence: Some theorists consider organizational intelligence a combination of human intelligence and artificial intelligence; it is essential to explain something about artificial intelligence: artificial intelligence can be studied and discussed in classical and practical forms. Concepts such as research methods, programming, logic and concepts such as neural networks, fuzzy systems and expert systems are studied in classical and practical section, respectively. One of the fields that has an important role in development and application of artificial intelligence is concept of expert systems. The main purpose of these systems is to transfer the humans' expertise and knowledge to a computer system in such a way that the system can solve a problem like an expert in a specific field. Generally, it is a computer program designed to create the ability to solve problem like an expert (ErfaniKhanghahie and Jafari, 2010).

Business intelligence: The meaning of business intelligence is having comprehensive knowledge about all effective factors on organization and having a deep knowledge towards customers, competitors, economic environments, organizational operations and processes that have a great effect on quality of managerial decisions in an organization. Business intelligence process is a dynamic and interactive process in organizations and companies. First stage

will start by formulating questions from system and programming for answering the questions. Next stage is data collection from databases and data process; this stage includes data extraction, data change and data loading; the following stage is data analysis and production. At the end of this stage, the system will intelligently answer the managers' questions (ErfaniKhanghahie and Jafari, 2010).

Organizational intelligence theories

Different models and theories are offered about organizational intelligence. Some of them are as follows:

Matsuda model: He was the first person who presented an overall approach about organizational intelligence. He believes that organizational intelligence as a mental ability of an organization is as a whole and has two separated elements: organizational intelligence as a process and organizational intelligence as a product which are interdependent. Matsuda states that organizational intelligence as a process has five elements:

Organizational recognition

Organizational memory

Organizational learning

Organizational communications

Organizational policy

Each of these five components has other components which are as follows:

Organizational recognition: In Matsudo's opinion, it is a combination of four elements:

Organizational inference: Environmental and its supervision by organization.

Organizational comprehension: It includes self-evaluation, evaluating the other organizations and generally evaluating environmental structure

Focusing attention: Having special and analytical attention to related ability and ability to see invisible opportunities

Assumption creation: These assumptions are used for making decision and are included both valuable and real assumptions

Organizational memory: It enables organization to maintain, remember and use its experience and information about past successes and failures.

Organizational learning: It is the ability of organization to recognize and maintain personal or organizational experience and knowledge, to modify its behavior based on feedback received from environment and to adapt itself to political, economic and social environment.

Organizational communications: It includes exchange of data, information and knowledge between human and machine in an organization and between the organization and its environment. Organizational communication has a close relationship with changing organizational environment.

Organizational policy: Not only does it include solving problem, but also it includes strategies like avoiding, escaping and covering up problems.

Organizational intelligence as a product: organizational intelligence as a product requires collecting guidelines to create organizational information systems (ErfaniKhanghahie and Jafari, 2010).

Crohn's Quest model: he offers a model of organizational intelligence that includes essential principles to form a successful smart system in the organization. These principles include attention, motivation, organizational support, providing information and qualifications shown in the following diagram.

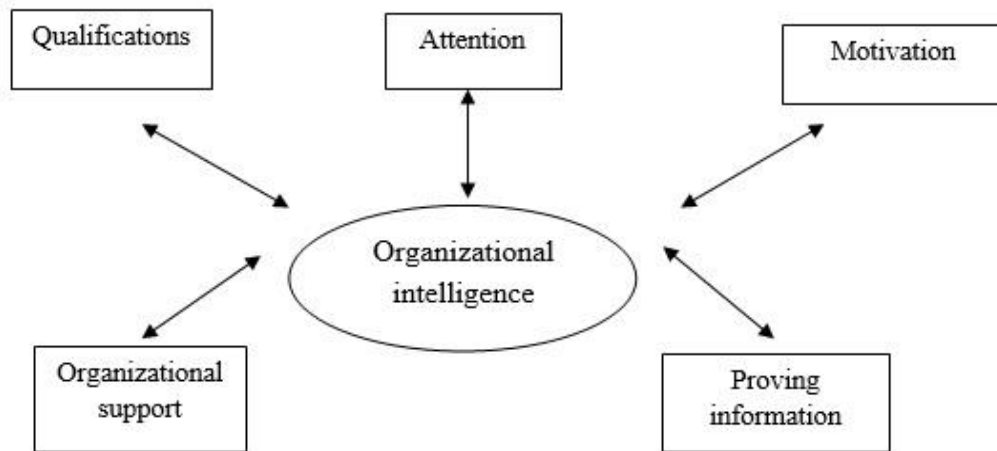


Figure 1. Crohn's Quest Organizational Intelligence Model) (Quist, 2004)

Albrecht model: He presents seven features in organizational intelligence model. These features include strategic insight, common destiny, tendency to change, alignment and congruence, functional pressure to apply knowledge and morale. These seven components are shown in the following Figure (Jafari and Aghihei, 2009).

Defining elements of Albrecht organizational intelligence model:

Strategic insight: Strategic insight points to creation of capacity and goal expression. Any organization requires to a theory, concept, organizational principle and a definition of whatever it has done. Its leaders should present some questions like the following questions and answer them. Who are we? Why do we exist? What are our fundamental values? Why should the other persons accept us and appreciate us because of our work? Strategic insight points that basic and important strategies in the organization are recognized and all employees accept them. Moreover, its review and revision opportunity is provided by experts and leaders at annual meetings. Opportunities and threats caused by environmental factors are permanently revisited.

Common destiny: It means that employees consider themselves effective members of

the organization and managers act with participation of their employees in plans, programs, implementation and evaluation. In conclusion, they identify the organizational missions and find a sense of empathy and solidarity to achieve goals. They consider the success of the organization their success. Cooperation, free exchange of ideas and information is clearly understandable in the organization. **Tendency to change:** The more the organization sheds change ability and compatibility with environmental changes, the more successful they will be. In these organizations, the employees are encouraged to invent, innovate and find better ways to do their work. Productions and services are continually transformed by change of demand and need of workplace. Some of the organizational cultures are usually conducted by executive teams that change their way of thinking, acting and reacting towards the environment based on special models. This tendency to change provides the required opportunities for new experience and chance to use the new methods.

Morale: In addition to common factor, feeling factor shows that desire to activity is more than standard. In an organization with low feeling, employees just do their jobs properly. While in an organization

with high feeling, employees work more than what is expected and their energy increases constantly. Management and staff have great passion and interest in working and have a sense of pride in being a member of that organization.

Congruence: Whenever a group of people work with each other without getting help of a set of rules, they will find some problems. Whenever group of people divide the duties and responsibilities in order to do organizational missions, they should organize themselves and interact with each other and environment based on a set of rules. Every organizational structure that you imagine imposes some limitations to provide cooperation. It will be as difficult that as smart work is done and we expect an effective performance while the system is disordered. When organizational designing and its structures, systems, procedures, processes, policies, regulations and reward system is not able to access the organizational missions, some modifier changes and displacements are necessary. In a smart organization, systems are designed and determined in such a way that enables all employees to achieve the missions. Designers and leaders usually remove contradictions and develop the person's energy appropriate to achieve the common goals.

Applying knowledge: These days more than ever, success and failure of organizations are based on effective application of knowledge, information and data. The ability to create, transfer, organize, share and apply knowledge in complex organizational environment has changed to an aspect of critical competitions. Organizational intelligence should ensure the free flow of knowledge through obtained culture and make a careful balance between the transmission of sensitive information and access ability

to information needed in key points. Moreover, it should encourage and support their inventions and divergent questions.

Occupational pressure: Managers and experts should not busy themselves only with executive works of organization because their success depends on strategic and tactical goals. In a smart organization, everyone does their occupational duties because they believe their goals are invalid. Leaders can develop and support feeling of occupational pressure. However, when it is accepted by all members of the organization as a set of obligatory mutual expectations in work for participation in successes, it has the greatest effect. When people consider each other responsible and accountable to participate and cooperate in achieving mission, an occupational culture is formed and each new member who enters to the organization feels this cooperation feeling (Faghihei, 2010). Karl Albrecht's theory is considered in this article.

Four key organizational intelligence enablers

Having a model to define and evaluate the place of organizational intelligence in an organization can be so useful. However, the main questions that each performer should face them are included: how can we increase the level of collective intelligence at work? These four key factors can conduct the organizational sustainable move towards higher levels of collective intelligence.

Intellectual leaders: There are some persons who can think more than rules and regulations defined by organizational structure in each organization. Their perspective extent, perceptual skills, abilities to recognize and determine key variables, priority to apply them in various conditions, usually make them efficient in each work that they are responsible for.

Most far-sighted managers know who these persons are; they can work in managerial affairs or in other responsibilities such as professional experts or counselors educated for organizational change and improvement and organizational intelligence development.

Beneficiary councils: Beneficiary councils can be very effective factors on organizational change and development and organizational intelligence improvement. Unfortunately, they can also be too fragile; most expert knowledge management considers that these councils are formed and developed spontaneously. Although, they usually form spontaneously, they destroy with the same speed.

Adhocracy: Sometimes a difficult and hard organizational subject needs to be solved by a problem-solving group. Most of the organizations use Adhocracy of unstable

specialized teams, functional groups, advisory groups or committees to solve a particular organizational problem; applying them in the organization leads to organizational intelligence development.

Knowledge platform: Nowadays, every organization in specific or complicated size requires a platform and determined and continuously increasing IT infrastructure to support the process of knowledge expansion. Not only is IT a tool, but also it is a necessity and a vital element for organization that the managers achieve the necessary knowledge through this way (Taheri Lari, 2010).

The following figure have shown that how these for key strategies along with the seven main aspects or indexes of organizational intelligence can create a powerful executive viewpoint which can be used for comprehensive expansion of organization as a smart institute.

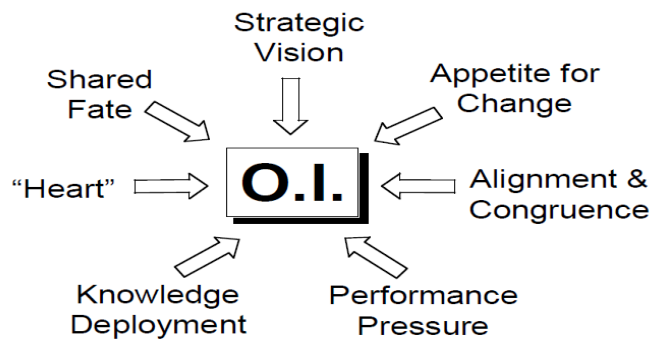


Figure 2. Albrecht organizational intelligence model (Faghihei, 2010)

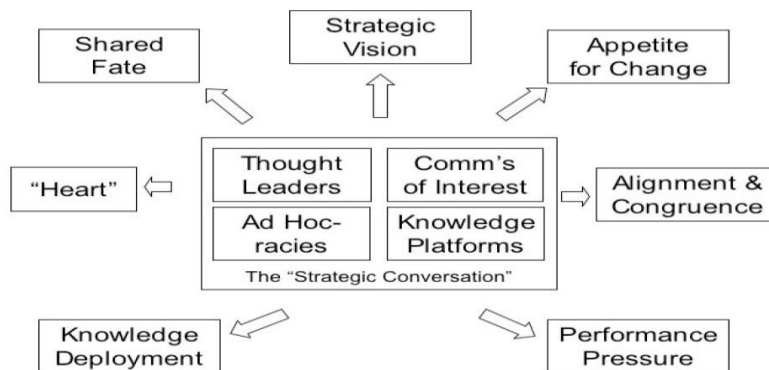


Figure 3. Executive viewpoint for organizational intelligence (Albrecht, 2003)

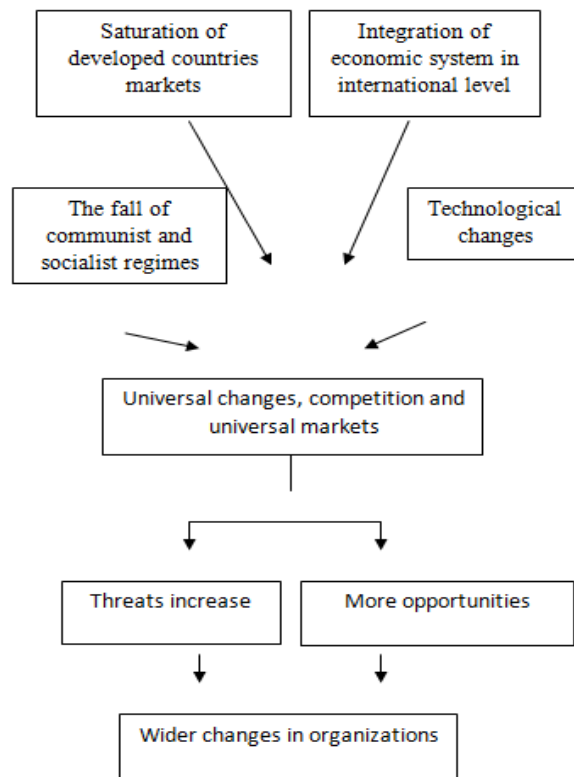


Figure 4. Factors caused the main changes in organizations

Specifications of the present age

In today's environment, there are many factors which cause the organization to change repeatedly. The following factors cause threat of organization on one the hand and create more opportunities on the other hand. Powerful forces available in environment, advanced technologies, integration of international economic system, saturation of domestic markets and desire of communism countries to capitalism system have led the state economic system and every big and small institution to be severely affected(Al Deft, 2011).

In another viewpoint, five major changes occurred in the world can be mentioned as follows:

1. All human civilizations have been drowned in the information age while many social-economic systems still have mechanical structures of industrial age.

Therefore, an obvious mismatch is created between vision and current structure of human organizations.

2. Competition exits from local status and is moved towards universal competition. Owing to the rapid pace of changes in the world, compatibility and effectiveness has become difficult in competitive environment.

3. Rapid developments in technology, especially information and communication have provided better communication while many organizations are not aware of its importance and applications.

4. Economic theories have no longer the high dynamic ability of global economy. Linear models such as game theory and reengineering don't have required efficiency for organizational decision-making. Therefore, the need for a new scientific concept is felt.

5. That the human realize the world is a mind more than being a machine is the main done change (Paixaõi and Marlow, 2002).

Robins has introduced six factors resulted in change. These factors are as follows:

1. Nature of workforce: Almost every organization should adapt itself to environment consisted from various cultures; policies and approaches of human resources should be changed in order to be able to hire various workforce.

2. Technology: Technology also results in jobs and organizations change.

3. Economic impact: Severe impact of market, fluctuations of exchange and interest rate can provide change reasons.

4. Competition: Competition is changing. Competition exits from local status and is moved towards universal one. Companies are merged with each other. In global economic system, the competitors from all around of the world are located against each other.

5. Social trends: Marriage and divorce trend has taken a new direction during the last two decades. Young people get married later and half of the marriages end in divorce.

6. Global policies: These policies can also cause changes in the environment such as the Soviet Union disintegrated (Robbins, 2007).

One of the other basic specifications of the present age is increasing changes of human knowledge in various fields including social, economic, industrial, political and technological knowledge. In this condition, recognizing and understanding the changes of market, competition, technology, innovation, customers' behaviour patterns and predicting their future process are necessary to compete (Gabbar, 2007).

While organizations were considered a combination of duties, products, employees, benefits and processes in past, nowadays, they are increasingly considered smart systems (Albrecht, 2003). Therefore, it is logical to consider organizations smart systems because they have ability to interact, abstract and learn from their environment (Chopani *et al.*, 2012).

Organizational intelligence in today's organizations:

Considering the increasing pace of changes in business environment, the organization should be aware of its organizational capacities and abilities to continue its survival and to achieve required ability and capacity to compete with competitors. Organizational intelligence is one of the organizational abilities that paying attention to its various aspects and to factors that affect organizational intelligence level can affect success of the organization (Akbari Pour Joopari *et al.*, 2010).

Nowadays, organizations are working in dynamic and full of changes environment. Creating organizational changes and continuous transformations is essential to maintain the life in such a situation. Current environment of the organizations is full of social, political, economic, technical changes, technological changes and transformations. Maybe it can be certainly mentioned that the pace of changes and transformations of technology is more than the pace of drawing its progress diagram. Such a dynamic environment challenges the organizations to create structural, behavioural etc. changes. Therefore, organizations need to be equipped by some devices such as organizational intelligence to understand and react appropriately against these changes and

transformations, to understand these changes and transformations by awareness, to meet these changes and transformations by mobilizing human resources, who are the most important resources of organizations, and to make maximum use of these created opportunities.

Organizational intelligence requirements

Considering the mentioned subjects, the following question is raised: What are the most important requirements and infrastructure of organizational intelligence?

The intellectual capital management in organizations: Intellectual capital can be defined as intellectual resources, knowledge, information, experience and intangible assets (Chung and sung, 2007). Stewart (1997) defined intellectual capital as intellectual material and products, knowledge, information, spiritual ownership and experience that can be used to create organizational value. In general, it can be said that intellectual capital is the agent of a set of intangible assets known as knowledge assets (Robert et al., 2009). It can be mentioned that intellectual capital management is organizational intelligence management. In fact, organizational intelligence can be created and developed by accepting and creating intellectual capital in the organization.

Knowledge management: Knowledge management is a process through which organizations achieve some skills in the field of learning (internalizing knowledge), encoding knowledge (externalizing knowledge), distributing and transferring knowledge (Malhotra, 2000). At present, knowledge management is increasingly considered an important and vital element in strategy of organizations. The

organizations that successfully encourage sharing knowledge among their employees guarantee the organizational performance improvement (Argote and Ingram, 2000). Therefore, it can be said that those organizations which can effectively use their knowledge properties have high effective role and organizational intelligence. Organizations with high intelligence are absolutely knowledge-based organizations; otherwise, they will lose their competitive advantage and suffer from entropy. Its main reason is the widespread application of knowledge in all organizational processes (Chopani et al., 2012).

Change-making leadership: Bork and Collins have believed that change-making leader is a person who can establish a positive relationship with subordinates to enhance the organization and employees' operation and to encourage employees to go beyond the personal needs and work in the field of group and organization desire. Change-making leaders motivate their subordinates to do whatever they can (Burke and Collins, 2001). Organizations should continue innovation flow to survive, develop and even maintain the present status. In addition to recognition of environmental changes and transformations to face them, they should provide new and innovative response and effect on these transformations along with being influenced by these transformations. Organizations should have high organizational intelligence to achieve these goals. Having change-making leaders (with attributes such as charisma, inspirational motivation, individualized consideration and intellectual persuasion) can prepare required beds to more use of organizational intelligence (Chopani et al., 2012).

Social capital: Villanova and Jose (2003) are considered social capital a management phenomenon. Its characteristics are included trust, relationships, values, joint behavior, cooperation networks, commitment and mutual understanding believe. They also believe that organizations are not able to perform their tasks without these features (Puente and Torrella, 2003). In fact, it can be said that the presence of communicative networks is a valuable resource to guide and conduct social affairs and to create competitive advantage. Developing effective interactions among employees lead to increase of organizational intelligence. It means that these interactions lead to information exchange among employees. When this knowledge exchange is available in an organization, the organization will have a high intellectual talent and ability. In this case, business organizations can use their intellectual capacities better to achieve their goals (Chopani et al., 2012).

Organizational learning: Organizational learning is a dynamic process that enables the organization to adapt to change rapidly. This process involves new knowledge, skills and behaviors that are enhanced by sharing among employees and cooperative learning (Babaie, 2004). Organizational intelligence is the ability of an organization to create knowledge as well as strategic use of it to adapt to environment and workplace. Therefore, it is obvious that organizational intelligence will be developed and increased by increasing learning in the organization led to environmental compatibility (Chopani et al., 2012).

Organizational culture: It is a collection of common and public beliefs, values and determined patterns of behavior available

in an organization (ZareiMatin, 2011). In fact, organizational culture determines values, beliefs and working systems of business organizations that encourages the process of creating and sharing knowledge in an organization. Organizational culture provides support and motivation that encourages knowledge-based activities by creating an environment for exchanging and accessing to knowledge. Naturally, such an organization will have the ability to adapt to its environment and in such an environment can better make use of its capacities (Chopani et al., 2012).

Organizational structure: Organizational structure is included a framework, which the organization is built based on it, that organizational hierarchy, work division among various organizational units, cooperation and relationship among them is clear in (Al Deft, 2011). Nowadays, each organization, small or big, requires experts who can design organizational structure based on IT to create and develop knowledge. This structure based on IT cannot be easily created, but its presence is vital for an organizations. Procedures and organizational methods can be performed effectively under the patronage of this IT-based structure (Chopani et al., 2012).

Talent management: Talent management is defined as a system to identify, hire, develop, promote and keep the talented people with the aim of optimizing the ability of organization to achieve the defined business outcome (MaalyTafti and Tajaddin, 2008). When the organization acts more effectively in completing the procedures of talent management, the organizational intelligence will increase and management can use the intellectual ability better in order to achieve the

organizational mission (Chopani et al., 2012).

Consequences of organizational intelligence:

Another issue which should be taken into account is: what are the consequences of organizational intelligence? Can these consequences help the organizations to survive in this turbulent environment? This issue will be discussed as follows:

Innovation: One of the key results of organizational intelligence is being inventive (creative) and making creative solutions. Therefore, paying attention to organizational intelligence is a basic and essential issue for innovation and creativity in an organization. This goal will be achieved when thoughts and mental abilities of persons are used in an organization (Chopani et al., 2012). A research carried out in Shiraz University of Medical Sciences has shown that there is a significant and positive relationship between organizational intelligence and its elements in such a way that for each increase or decrease unit in organizational intelligence and its elements, creativity is reduced or increased (Nasabi, 2008).

In fact, it can be said that the chance of occurring the new ideas will be increased in the organization acted intelligently and used the persons' intellectual and mental capacities in the best way (Chopani et al., 2012).

On the other hand, in today's variable environment, that innovation and creativity are considered the important factors for organizations to survive is an important issue. Thus, in this situation, the survival of organizations depends on reforming and correcting methods of working, creating and producing products and new services. Accordingly, the motto of many organizations is "destruction awaits you, unless you are creative and

innovative continuously" (ZareiMatin, 2011).

Competitive advantage: Organizational intelligence increases competitive advantages of organizations through quality improvement (Chopani et al., 2012). Competitive advantage introduced by Pitter Dracker in relation to knowledge and effective knowledge management 20 years ago, is today mentioned that it is an effect of organizational learning. Dynamics of organizational knowledge is a mechanism that explains organizational learning and its development; it also shows the ways of emergence and survival of an organization in a competitive environment (Malekzadehi, 2010). The process of globalization, the creation of World Trade Organization, rapid and fundamental technological advances and increasing rapid environmental changes in the field of Information Technology are challenges that institutions and various industries in the field of trade and economic activities are faced with. This issue is caused institutions, industries and various countries try to identify the effective factors on competitiveness in order to improve their competitiveness (RahnamaRood Poshti and Mahmoud Zadeh, 2008).

Efficiency: In addition to innovation and competitive advantages obtained by increasing the organizational intelligence in business organization, efficiency (individual and organizational) increases in these organizations and reaches its peak in such a way that all employees' intellectual and knowledge abilities are identified and used effectively in organizations with high organizational intelligence. Thus, effectiveness and efficiency of people and organization is gradually increased by identifying these abilities (mental and intellectual) and

using them efficiency (Chopani et al., 2012).

Improving organizational performance:

Organizations can act better in today's unsure and full of changes environment by being equipped to some devices such as organizational intelligence. Organizational intelligence is a device that helps organizations to understand these changes and transformations, to meet these changes and transformations and to make maximum use of these opportunities by mobilizing human resources who are the most important capital of the organizations. An organization which has the ability to adapt to its environment and to use all its abilities and capacities in order to achieve the purpose of the organization should naturally have a high performance (Chopani et al., 2012).

Conclusions

At present time, organizations are increasingly faced with dynamic and changing environment; they are forced to adapt themselves to these environmental factors (Robbins, 2007). Therefore, it is

required that organizations use all their power to use the opportunities created by environmental changes to go forward and keep up with the pace of environmental changes, to have the ability to resist against threats obtained from and finally to be able to survive. Otherwise, they are condemned to destruction and death. One of the important factors that help organizations to be able to have required preparation against environmental changes is organizational intelligence. Considering the organizational intelligence consequences included innovation, competitive advantage, performance improvement and efficiency, it can be concluded that these consequences and results can help the organizations to adapt to environment and its changes and finally to survive. However, this note should not be forgotten that it is not possible to use all organizational capacities (organizational intelligence) to achieve the goals of the organizations until the bed and appropriate infrastructure are not prepared.

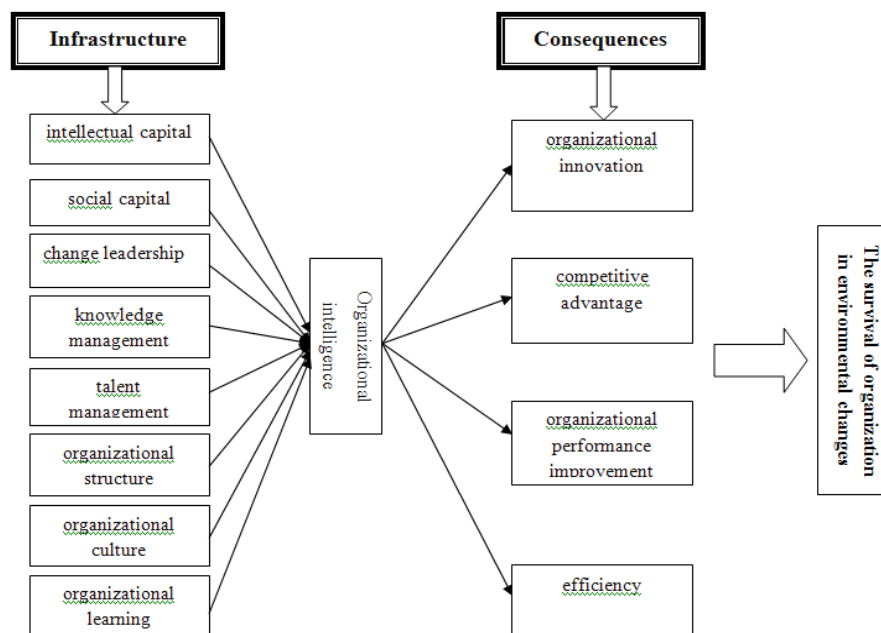


Figure 5. Requirements and consequences of organizational intelligence (Chopani et al., 2012)

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