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Investigation of the Relationship of Organizational Culture and Organizational Intelligence of Sport and Youth Administration Employers

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ABSTRACT

Objective: The presented study was carried out to determine the relationship between organizational culture and organizational intelligence of among sport and youth administration employers. For this, using dependence-descriptive method, 255 out of 746 employers of sport and youth administration were studied by Morgan Sample Volume Table. Number of 218 questionnaires was completed after distribution. Denison organizational culture questionnaire (2000) and Albrecht organizational intelligence questionnaire (2003) were used for data collection. Questioners validity was approved by five sport manager specialties and their reliability was .893 and .912, respectively. Using Kronbach Alfa method, descriptive statistics (average, criteria deviation, charts and tables) and deduction statistics (Klomogrove Smirnov. Pearson alliance and multi variable regression) were used for data analysis by SPSS software. **Results:** The results showed that there is a positive and meaningful relationship between organizational culture and organizational intelligence ($p < .05$ and $r = .431$) and adaptability and adjustment are able to meaningful prediction of organizational intelligence among organizational culture components. **Conclusion:** It seems that, according to the results, converting an organization into an intelligent organization requires a special attention.

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INTRODUCTION

At present, as the time moves on, considering science improvement and emergence of new requirements and challenges the organizations are becoming more complex and their handling more difficult (Gholami *et al.*, 2011). As in the world of human being, the more intelligent ones with higher IQ are more successful and effective, similarly in the organizational domain, it is also the same. Organizational intelligence concept consists of an organization ability to process, interchange and data assessment for effective decision making about organization activities, especially in scheduling, organizing, and leadership. Control and observation of the organization's mission (Fahimi *et al.*, 2013). Karl Albrecht, having 25 years experience in the US Army as consultant, modifies a new law in management and the organization under the title of Albrecht Law. He believes that when intelligent people gather in an organization they tend to sub normality and obtusely and defines organizational intelligence as the organization's talent and capacity in activating organizational intelligence ability and focusing this ability to get to the organization's goals. Such a discussion results in more success of the organization in its environment. He also believes that leaders alone cannot make an organization intelligent, but all the members of the organization are shared in this process (Karl Albrecht, 2003).

Karl Albrecht (2003) considers 7 components for organizational intelligence:

1. Strategic vision: an organization's strategic vision refers to the description of goal and capacity of creating. Every organization requires a hypothesis, concept, organizational principle and an explanation of what it does. Strategic vision refers to essential and important vision in an organization which all the employers have accepted it; in addition there should be time for reviewing by specialties and leaders in annual summits. Opportunities and environmental threats shall be reviewed frequently (Karl Albrecht, 2003).

2. Shared fate: employers consider themselves as an effective member and the managers participate in the design, plan, implementation and assessment along with the employers. Therefore they know organizational missions and find a common feeling of correlation and empathy related to the goals (Karl Albrecht, 2003).

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3. Appetite for change: organization which enjoys flexibility and adaptability are more successful. In these organizations, employers are encouraged to innovation and invention and also they are encouraged to find better way to do their affairs. According to the demand and environmental need, products and services change frequently (Karl Albrecht, 2003).

4. Heart: in addition to the shared fate, components of feeling indicating intention are beyond standard. In an organization with low feeling, employers only do their own affairs correctly, while in an organization with high feeling they do more than was expected and their energy is constantly increasing (Karl Albrecht, 2003).

5. Alignment and congruence: when a few people gather to work together, lack of a series of law to work with, they will face problems. When a group of people divided works and responsibilities for doing organizations missions, they must organize themselves and interact with the environment and each other based on a series of law (Karl Albrecht, 2003).

6. Knowledge deployment: success or failure of an organization is based on effective usage of information, knowledge and data. The ability to create, transfer, organizes and deploying knowledge in the complex environment of an organization has become one aspect of critical competition (Karl Albrecht, 2003).

7. Performance pressure: managers and specialties should not be merely busy with the company's administrative works. In an intelligent organization each has its own responsibilities, because they believe in their goal's validity. Leaders can support and increase performance pressure sense, but being accepted as a series of bilateral mandatory expectations in shared work by the members of organization, has the most influence (Karl Albrecht, 2003).

In the following figure, Albrecht's organizational intelligence index is shown (Karl Albrecht, 2003):

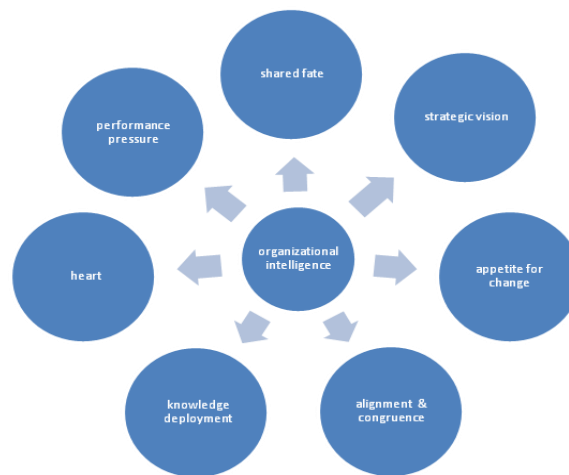


Fig. 1: Organizational intelligence indices according to Albrecht

In an organization in which organizational intelligence has been applied, managers can extract information and costs, get to know costs and make decisions to decrease or eliminate them, predict future changes and have a proper solution for their problems (Chenari *et al.*, 2012). Increasing organizational intelligence results in more accurate and faster analysis of surrounding environment information and useful saving of results to be accessible to the decision makers (Zahraee *et al.*, 2010) and it also has a significance effect on the employers performance, so that the organizational intelligence, the better the performance of employers (Uygur *et al.*, 2013). Organizational intelligence concept was prevailed in 1980s (Yaghoubi *et al.*, 2010). According to Huang (2012), organizational culture is a pattern of essential data, developed by a society to simultaneous internal and external integration (Huang, 2012).

Kreitner and Kinicki consider organizational culture as a collection of implicit hypothesis accepted by the group and determine which determines the style of perception, beliefs and reactions according to multiple environmental condition and situation (Kreitner and Kinicki, 2010). According to Hall, Jaskyte and Dressler, organizational culture is a collection of meanings, beliefs and common values kept by a group or organization and influence the beliefs and behavior of the member of group or organization (Hall, 2006; & Jaskyte and Dressler, 2007).

Totally we can say that organizational concept is the perception which the people have from their organization. If it is to have favorable and constant changes, organization's culture must change to adapt to the whole organization transformation, in the other word, success or failure of an organization must be investigated in its culture (Feiz Poor *et al.*, 2010).

Khodadadi and colleagues showed that there is a positive and meaningful relation among five components of shared fate, appetite for change, alliance and agreement and knowledge deployment with the organizational culture (Khodadadi *et al*, 2013).

The presented study is in line with the investigation of the relationship of organizational culture and organizational intelligence of sport and youth administration employers.

Methodology:

This study aims at investigating the relationship of organizational culture and knowledge management with organizational intelligence among sport and youth administration employers. Research methodology is descriptive-alliance and statistic society is the 745 members of sport and youth administration. 255 members participated and accidental sampling and Morgan table were used for volume determination. Organizational culture questionnaire (Denison, 2000) and organizational intelligence (Albrecht, 2003) were applied for data collection. 218 out of 255 distributed questionnaires were collected and descriptive statistics (average, criteria deviation, tables, and charts) and deductive statistics (Clomogrov-Smirnov Test, Pearson alliance coefficient and multi-variable regression) were used for data analysis.

Results:

In this section research findings and (descriptive findings and research hypothesis test) are presented in section two.

A. Descriptive findings of research

Individual characteristics'

1. Case study distribution according to sex and marriage status

Table 1: Frequency distribution and frequency percentage according to marriage status

Sex	Marriage status	Frequency	Frequency percentage
Man	Single	32	13.00
	Married	67	27.12
Woman	Single	20	8.10
	Married	99	40.08

Table 1.shows that %76.2 of case study sample were married (160) and 23.8% were single(52).

2. Case study sample distribution according to age

Table 2: Age and year related statistics in sample case study

Variable	Average	Standard deviation	Variation domain	Max	Min
Age	36.47	7.4	36	56	20

According to table 2 it can be seen that highest and lowest age are 56 and 2, respectively. Moreover, average age of trainers is 36.12 years old.

Table 3: Frequency distribution and frequency percentage according to age(age to year)

Age Statistics	Lower 25	26 to 35	36 to 45	Higher 45	No answer
Frequency	12	100	65	36	5
percentage	5.5	45.9	29.8	16.5	2.3

Moreover 16.5% were at the age of 45. Among the participants 5 did not complete the questionnaire.

3. Frequency percentage distribution of case study sample according to education degree

Table 4:Frequency percentage according to education

	Education degree	
Education	Frequency	Frequency percentage
Diploma	12	5.5
undergraduate	26	11.9
Bachelor	134	61.5
Master and PhD	46	21.1

Table (4) shows distribution of frequency percentage of sport and youth administration employers according to their education degree and also illustrates that 5.5% (12) have diploma, 11.9% means 26 are undergraduate, 61.5% (134) bachelor and 21.1% have master or PhD degree.

4. Frequency distribution and frequency percentage of case study sample according to job experience.

Table 5: Case study sample status according to job experience

	Couching duration	
Experience	Frequency	Frequency percentage
Up to 5	32	14.7
6 to 10	49	22.5
11 to 15	65	29.8
16 to 20	50	22.9
21 to 25	13	6.0
Upper 25	9	4.1

Table 5. shows job experience of sport and you administration employers. Accordingly, the most job experience (29.8%) was in 11 to 15 intervals and the less (4.1%) was in upper 25 intervals.

5. Case study sample distribution according to the kind of employment

Table 6: Sample distribution according to the kind of employment

	Employment	
Sort of employment	Frequency	Frequency percentage
Contractual	78	35.8
Contractual	34	15.6
Formal-experimental	21	9.6
Formal-definite	85	39.0

Table 6.showsthatfrequency distribution of respondents to questionnaires according to the sort of employment is as follow

78 people (35.8%) were contractual, 34 people (15.6%) informal, 21 (9.6%) were formal-experimental and 85(39.0%) were formal-definite.

Description of main variables of the research

Descriptive statistics related to organizational culture and its components (prediction variables)

Table 7: Descriptive statistics of organizational culture and its components

Components	Average	Standard deviation	Min	Max
Work involvement	3.02	.68	1.40	4.50
Adjustment	2.92	.54	1.78	4.00
Adaptability	2.83	.49	1.50	4.50
Mission	2.85	.52	1.44	3.89
Organizational culture	2.91	.46	1.40	4.50

Table 7 shows data average and criteria deviation which are illustrations of organizational culture and its components including, work involvement (3.02), adjustment (2.92), adaptation(2.83), mission(2.85) and organizational culture itself(2.91) as prediction variable in this research. The table shows that work involvement specify the most average and adaptation specify the less average and totally, organizational culture variable is at a proper status.

Descriptive statistics related to organizational culture and its components (variable criteria)

Table 8: Descriptive statistics related to organizational culture

Components	Average	Standard deviation	Min	Max
Strategic vision	3.42	.72	1.54	4.32
Shared fate	3.31	.80	1.42	4.71
Appetite for change	2.82	.712	1.62	5
Heart	3.47	.648	1.87	4.54
Alliance & agreement	3.69	.419	1.33	5
Knowledge deployment	3.21	.533	2	5
Performance pressure	3.52	.631	1.85	4.34
Organizational intelligence	3.35	.632	1.72	4.50

Average and criteria deviation which are illustrations of organizational intelligence are presented in table 8, including strategic view(3.42), shared fate(3.31), appetite for change(2.82), heart(3.47), alliance and agreement(3.69), knowledge deployment(3.21), performance pressure(3.52) and organizational intelligence variable (3.35) as a variable criteria. Among organizational intelligence components, alliance and agreement has the most and appetite for change has the less average and totally organizational intelligence has a favorable condition.

2. Research hypothesis tests

First hypothesis: organizational culture and its aspects have connection with organizational intelligence of sport and youth administration employers.

Pearson alliance test was applied to determine the relationship of organizational culture and its aspects with organizational intelligence of employers.

Table 9: Pearson alliance coefficient results between organizational culture with its components and organizational intelligence

Variables	N	Organizational intelligence	
		r	Sig
Work involvement	218	.301	.132
Adjustment	218	.503	.029
Adaptability	218	.663	.006
Mission	218	.470	.037
Organizational culture	218	.431	.041

Pearson alliance coefficient results in table 1 show that there is a positive and meaningful connection between organizational culture and organizational intelligent with $r = .431$ and $P < .05$. it means that by increasing organizational culture, organizational intelligence increases in a meaningful manner. But it was not seen a meaningful connection between work involvement and organizational intelligence in organizational culture component. On the contrast there was a positive and meaningful connection between adjustment and organizational intelligence with $r = .663$ and $P < .01$ and finally between mission and organizational intelligence with $r = .470$ and $P < .05$

Second hypothesis: organizational culture and its aspects among sport and youth administration employers are good predictors for organizational intelligence.

In the following multi-variable regression was applied for multi connection of organizational culture and organizational intelligence

Table 2: Simultaneous regression abstract of organizational culture aspects and organizational intelligence

Variable criteria	Prediction variable	B	SEB	t	
Work involvement	-.45	.410	1.32	.12	
Adjustment	-.87	.460	2.12	.21	
Adaptability	-.78	.439	2.71	.27	
Mission	-.32	.395	1.59	.16	
R= .42, R2= .18		F(4 & 218)= 3.81	P<.001		

As organizational culture has correlation with its small measures, so according to the assumption of linear disaffiliation between independent variables, it does not enter regression model. Multi regression result analysis showed that combination of organizational culture aspects can meaningfully predict organizational intelligence with $R = .42$ $F(4, 218) = 3.81$, $P < .01$. F test results are determined according to the prediction variables. One of the most important statistics is coefficients. Table 4-11 illustrates standardized beta coefficients. Standardized beta coefficient means that for one unit changing in each of the organizational culture components, equal to the standardized beta coefficient of that components occur in organizational intelligence. Therefore, adaptability analysis ($t = 2.71$, $p < .05$) and adjustment ($t = 2.12$, $p < .05$) are the only variables which four other variables are considered simultaneous, can add any kind of information to the prediction.

Conclusion:

Research results showed that there is a positive and meaningful connection between organizational culture and organizational intelligence. These research findings consisted with Khodadadi (2013), EhsanBakhsh and Rezaee (2012), and Yaghobi and colleagues (2010). These researchers found that there is a positive and meaningful connection between organizational culture and organizational intelligence.

Alliance coefficient level between organizational culture and organizational intelligence shows that organizational culture in sport and youth administration plays essential role in establishing and maintaining organizational intelligence and the stronger the organizational culture, the stronger organizational intelligence will be. So we can claim that organizational culture as a infrastructure and character of sport and youth administration play an important role in increasing organizational intelligence and finally for more effective decision making and more accurate scheduling. States department of sport and youth as the main responsible for country's sport, must pay special attention to organizational culture so that to increase organizational intelligence and apply it in all levels. Establishing proper field for organizational intelligence development, organizational culture helps the organization to establish and maintain permanent competitive advantage and become an intelligent organization. Intelligent organization can receive external information from surrounding and analyze them. In such an organization problems and difficulties are solved faster and decision making is done in the best condition.

According to table 1 it can be seen that involving employers to work, doesn't increase their organizational intelligence; on the other side, increasing adjustment, adaptability and mission increase organizational intelligence of employers of sport and youth administration. Therefore we can say that master managers of this

administration should pay special attention to the three components. For example about adaptability component, managers must pay special attention to its indices including establishing change, customer orient and organizational learning and do their best to achieve it. This can be done by holding workshops to how to behave with the customer, knowledge increasing terms to increase learning and teaching the employers about advantages of changing in the organization.

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