



The Relationship between Organizational Intelligence and Organizational Health and Performance of Healthcare Network Staff in Golestan Province

Zahra Sokhtsaraei*

Master's Degree in Public Administration, Human Resource Development Trend, Islamic Azad University, Ali Abad Katoul Branch, Iran.

ARTICLE INFO

Article history:

Received 14 Nov 2018

Received in revised form 21 Jan 2019

Accepted 03 Feb 2019

Keywords:

Organizational intelligence,

Organizational health,

Staff performance,

Healthcare Network Staff

ABSTRACT

Objective: The purpose of this study was to investigate the relationship between organizational intelligence and organizational health and performance of employees in the health care network in Golestan province. **Methodology:** The research method is a descriptive-correlational survey. The population of the present study consisted of all the employees of the health and treatment network in Golestan province, which was 7000 people. The statistical sample was proportional to the number of people in the community using the Kerji-Morgan table 364 and the simple random sampling method.

Results: The research data were collected using library and field method and the tools used were standard questionnaires. The reliability of the questionnaires was confirmed by Cronbach's method and the validity of the tool was confirmed by the content method. The correlation coefficient was also used to analyze the data using SPSS software. **Conclusion:** The results showed that there is a significant relationship between organizational intelligence and organizational health and performance of employees in the health and treatment network in Golestan province.

1. Introduction

Organizational intelligence is a new concept in the field of organization and management texts. The background to organizational intelligence dates back to the 1990s, and its roots should be found in theories of knowledge management and organizational learning. But the talk of organizational intelligence since 1992 was explicitly stated in an article by Matsuda entitled "Organizational intelligence, its importance as a process and product" at the International Conference on Economics in Tokyo. In this article, while describing the meaning and concept of organizational intelligence, introduced the process of organizational intelligence consisting of five elements and products of organizational intelligence in the form of information network design. Then, Hilal also presented a framework for organizational intelligence in which Coherently shows the infrastructure and cognitive methods of organizational intelligence. In this framework, one of its components is one-loop and two-way learning, meaning gaining knowledge and improving and improving the method. It also notes that organizations today are intelligent learning systems that are made up of trained people who use complex information networks to adapt to the complex world. Organizations are facing rapid and widespread changes in the political, cultural, social, technological, and economic environments. The successful reaction of organizations in a highly dynamic and changing environment depends on their ability to provide information and find the right solutions to problems. Which they face. Now, the need for education, which is tailored to the changing needs of the individual and society, is felt more than ever (Kerani and Rashidi, 2018).

In this context, the attention of theorists and organizational managers focuses on one aspect. The design of what the intellectual ability of an organization is called. Albrecht (2003) also states that after the first, second and Third (agriculture, industry, information) is the fourth wave of consciousness and the brain. In today's world, organizational innovation is one of the undeniable requirements for most organizations so that they can grow and analyze

* Corresponding author: Zahra.sokhtsaraei@gmail.com

DOI: <https://doi.org/10.24200/jmas.vol7iss02pp7-12>

information, as well as increase their knowledge and create awareness about their capabilities. Increasing organizational intelligence makes organizations quicker their environment information (Demarest, 1997; Feizi and Abedini, 2010).

Analyze and analyze the results more efficiently and make them available to decision makers at appropriate times. On the other hand, one of the factors that helps the organization to achieve its goals is the organizational health of that organization. A healthy organization is an organization that not only survives in its own environment, but also at a long time, and continuously develops and extends its ability to survive and compromise (Jokar et al., 2014; Golshan and Mohammad, 2004).

In the human world and in a life of turbulence, human beings will succeed in having a high intelligence, so that they can overcome problems and problems, it is definitely the same in the world of the organization. Particularly, in today's world, with the advent of science and technology and the emergence of new challenges, organizations have become more complex and more difficult to manage. This concept will become more important when it comes to recognizing that in today's organizations, in addition to intelligent human resources, intelligent machines also play an important role in the organization's performance. Different definitions are provided for organizational intelligence some organizations have defined organizational intelligence as the capacity of an organization to mobilize all the intelligence capabilities that are available and focus on achieving its missions. This is a combined capacity of technical and human capabilities that are labeled as organizational intelligence and Machine intelligence is taught. Technical intelligence shows the organizational ability to process computer knowledge and information, which has a tremendous effect on the exchanges of today's organizations. But human intelligence is considered more important than technical intelligence, since the successful use of information technology depends on Human intelligence means intellectual skills. Albrecht considers organizational intelligence to include the following seven components:

- 1) Strategic Perspective: The ability to create, deduce, and express the goals of an organization. The key features of a strategic vision include strategic discourse in the business environment, business environment review and strategic annual review, market value proposition, guidance, Application of mission statement and promotion of future managers.
 - 2) Common Destiny: When all or most people in the organization are involved, they know what the mission and mission of the organization are, the sense of having a common goal, and each individual understands the success of the organization. The key points of shared destiny include having plans And the common outcomes among employees, the general understanding of ideas, business, assistance and collaboration between sectors, the feeling of employee belonging to the organization, the sense of employee participation, employees' belief in the success, and the long-term relationship between employees and the organization.
 - 3) The desire to change: Some organizational cultures are guided by their founding executive teams. In these cultures, the way in which performance, thinking and re-engagement with the environment are matched so that any kind of change represents a kind of disease and even chaos in another place, changing the challenge represents a new, exciting business, in other words, a chance to start a new business.
 - 3) Dare and courage: Apart from the element of shared destiny, the element of morale is involved with over-standardization. Organizational analysts refer to the desired efforts as members of the organization's energy at a level that is supposed to be done.
 - 5) Unity and Consensus: Without a series of laws to enforce it, each group will continue to face a great deal of controversy. Individuals and groups must organize themselves to fulfill the mission and mission of the organization. Organizations and institutions Divide and set up a series of rules for dealing with each other. In an intelligent organization, systems are in a generalized way to enable individuals to perform missions.
- The key features of the union and agreement are the proper structure, policy support of missions, process facilitating the acquisition and improvement of information systems, the communication of information systems and the creation of value for the customer, the transfer of responsibility to the closest level of organization and the alignment of sectoral missions.
- 6) Knowledge application: These days more and more actions that have led to a victory or failure in an organization have been based primarily on the effective use of knowledge, information and data. The intensity of any organization's activity is based on the knowledge gained, the immediate decisions , Judgment, subtlety, and common sense of the merits of the individual, as much as the accuracy of the information that each minute depends on the structure of the organization.
 - 7) Performance Pressure: It is not enough that managers are merely involved. In an intelligent organization, each operator should have a specific position. Leaders can promote and support the concept of performance pressure, but this has the greatest effect when, as a collection, it imposes mutual expectations and operational requirements for joint success. Key features of performance pressure include understanding employees 'expectations, directors' relationship with their goals, solving executive problems by managers, poor managers 'feedback, employee feedback from their performance, employees' feelings about the usefulness of their work, and advancement of employees based on merit. Brinion He believes that this helps the leader to improve social and organizational norms and implement their theories.

The organizational health of Ramiles defines a plan for measuring organizational health. It refers to the survival and survival of the organization in its own environment and to adapt to it and to enhance its ability to further compromise. Milles, the first healthcare organizer in the health environment, defines a healthy organization as an organization that not only survives in its own environment, but also in a long period of time is sufficiently adapted and capable of survival and compromise it continuously develops and expands. What is clear in this definition is that a healthy organization has successfully coped with external barriers and effectively guards its strength to the goals and objectives of the organization. Of course, the organization's performance in one particular day is possible. Effective or ineffective, but long-term symptoms in helping organizations are effective. If specialties and techniques are in full health, increasing the responsibility of the employees and improving the quality of the products and services of the organizations is ensured. Therefore, efforts to improve the health and well-being of the workforce should begin and continue through the self-sustaining organization. Improvement, growth and improvement of organizational health states that the range of healthy workplaces should be improved and improved.

In organizations, managers have duties that need to clearly understand the organizational roles and interpersonal relationships and goals of the organization and in order to meet the needs of the members of the organization and the client and enable the organization to successfully deal with the internal and external forces. Can lead destructive forces to the main purpose of the organization and ensure the organization's goals, benefits and life (Fazandat, 2005). Many developed countries have paid special attention to job performance. Psychologists believe that human behaviors such as

motivation, need, and personality characteristics are effective in the performance of individuals, including job performance. And finally, improving job performance can lead to economic growth and development. Personality characteristics affecting job performance include: talent, need for improvement, perception and emotional characteristics of an individual. Given these personality traits, we can predict the occupational performance of individuals. Interestingly, job performance includes a set of distinguishable criteria through which successful and unsuccessful employees can be identified. Job performance evaluates whether the person works well. Job performance is scientifically part of human resource management as part of industrial and organizational psychology.

Performance is an important criterion for the organization's results and success. If managers of the health care network want to grow and develop the employees and organizations, managers should carefully evaluate their performance and others, because managers can try to understand the indicators of organizational health and use the power of mind and intelligence of individuals and rely on them. Develop and maintain deep relationships and take steps to improve the organization better. And the main question is whether there is a meaningful relationship between organizational intelligence with organizational health and the performance of employees in the health care network in Golestan province?

2. Materials and methods

2.1 Background research:

In this research, Kerani and Rashidi (2018) investigated the relationship between organizational intelligence and promotion of organizational health of public libraries in Kermanshah. This research was applied in a descriptive-correlational manner among a community of 80 people. The research tool was a questionnaire, Albrecht organizational intelligence with 49 items and organizational health questionnaire of Hui and Feldman with 43 items.

Organizational intelligence components of Albrecht include strategic perspective, shared destiny, desire for change, unity and agreement, morale, application of knowledge and performance pressure, and organizational health components including resource support, institutional unity, morale, emphasis on academic achievement, managerial influence, consideration and is constructed.

The results showed that organizational intelligence and organizational health had a significant effect on organizational health with a β -factor of 739. Also, the results of measuring the impact of organizational intelligence components with β coefficients (strategic perspective (0.571), shared destiny (0.548), desire for change (0.558), unity and agreement (0.725), morale (0.627), knowledge application (0.666) and performance pressure (0.707) on organizational health Gave. Considering the fact that the coefficient is positive, there is a significant effect on organizational health of libraries. Therefore, there is a significant relationship between organizational intelligence and its organizational components.

Mashayekhi and Azizi (2016) investigated the extent of the relationship between ethical intelligence and organizational intelligence on organizational health in the faculty of science research unit. So gathering the research background in this statistical society, about 800 faculty members in 1399 - 1395 faculty members of the research sciences department of Tehran, which according to the Morgan table, 267 were selected as the sample, which was obtained randomly in 248 data analyzed. The instrument of this research is the questionnaire of the standard of ethical intelligence of the Link and Kiel questionnaire and the questionnaire of organizational intelligence. Also, the standard questionnaire of Hoy is used as a research tool for using 5 Likert spectra and 5 options, and for organizational health questionnaire, the Hüvi Governance Questionnaire has been used.

To assess the reliability of the questionnaires used in this study, Cronbach's alpha coefficient was used. In order to ensure the reliability of the questions and items used in the research, a first questionnaire was tested in a population of 30 people to address the possible deficiencies of the questionnaire. After collecting questionnaires and reviewing the experts' opinions, 30 questionnaires were used to assess the reliability of the variables. Cronbach's alpha coefficient for ethical intelligence was 0.78, organizational intelligence was 0.75, organizational health was 0.90, which accepted all three reliability questionnaires.

Descriptive and inferential statistics have been used. Which is used by Pearson correlation tests and regression analysis. Finally, it was found that organizational intelligence and ethical intelligence are correlated with organizational health, but the relationship between ethical intelligence and organizational health was stronger.

Zabihi et al. (2015) investigated the relationship between organizational intelligence and organizational agility in hospitals affiliated to Mashhad University of Medical Sciences. This descriptive-analytic study was conducted in 2013 on 408 hospital staff who were included in the study by stratified sampling. In order to collect the data in the field of organizational intelligence, the standard questionnaire of Albrecht and organizational agility, a questionnaire designed based on Goldman model was used. Data were analyzed using SPSS software and t-test, Anova, Pearson correlation coefficient and regression tests. There was a significant relationship between organizational intelligence and organizational agility in hospitals. The highest share in determining agility was agreed upon by components of strategic vision, performance and unity pressure.

In this research, the relationship between organizational intelligence and organizational health in Mazandaran province's engineering organization was investigated in this research. This research is in terms of the purpose of the research and applied research component of the developmental branch and in terms of the nature and method of the research component of descriptive correlations. Statistical population in this research, the personnel of the Mazandaran Provincial Engineering Organization were staffed and collected by using two questionnaires. Results of the research show that there is a relationship between organizational intelligence and organizational health of the staff.

Zahraei and Rajaei Pour (2010) investigated the relationship between organizational intelligence and organizational health in the universities of Isfahan in terms of their faculty members. Organizational intelligence components of Albrecht include: strategic vision, desire for change, common destiny, courage and courage, performance pressure, knowledge use and unity and consensus, and organizational components of hygienic and masculinity including:

Resource support, institutional unity, morale, emphasis on academic achievement, managerial influence, observation and construction. The research method was descriptive-correlational and the statistical population included all the faculty members of the universities of Isfahan in the academic year of 1389-2010, whose number is about 1793 people, through a proportional volume sampling, 211 of them they were selected as samples. The instruments for

measuring this questionnaire were Albrecht organizational intelligence with 35 items and Hoy and Philandman's organizational health questionnaire with 43 items. Cronbach's alpha, organizational intelligence inventory 0.93 and organizational health questionnaire 0.86 were calculated. To analyze the data obtained from the implementation of the questionnaires, the frequency, percentage, density, mean, standard deviation and variance were used at the descriptive statistics level and in the inferential statistics, Pearson correlation coefficient, multiple regression and multivariate analysis of variance Is.

The results of this study showed that there is a moderate degree between organizational intelligence and organizational health; there is a direct and direct relationship between the performance pressure and institutional unity at the level of $p \leq 0.05$; there is no significant relationship between the components of organizational intelligence with considerations. There is a direct and direct relationship between the components of courage and courage, unity, agreement, and performance pressure with construct at the level of $p \leq 0.05$. There was a significant and direct correlation between fate, desire for change, and courage and courage with spirit at the level of $p \leq 0.05$. There is a meaningful and direct relationship between fate with scientific emphasis at $p \leq 0.05$ level. There is a meaningful and direct relationship between shared fate and unity and agreement with resource support at $p \leq 0.05$.

2.2 Research hypotheses:

Considering the subject matter of this study, the relationship between organizational intelligence with organizational health and the performance of health and treatment network staff in Golestan province, the research hypotheses are as follows.

The first hypothesis: there is a significant relationship between organizational intelligence and organizational health of health and health network staff in Golestan province.

Second hypothesis: There is a significant relationship between organizational intelligence and job performance of health and health network staff in Golestan province.

2.3 Research Methodology:

In terms of its purpose, it solves a real problem in the investigative organization

Descriptive implementation is performed in a real environment without manipulating the variables.

In terms of collecting data, surveys are collected from the real environment through the data questionnaire.

2.4 Information gathering method:

The method of data collection was carried out in two ways: library and field studies.

2.5 Information gathering tool

In this research, the questionnaire was used as a research tool in relation to the subject matter and the research method used as a survey. In this research, standard questionnaires were used to measure the variables of the research. In order to measure organizational intelligence, standard questionnaire (Albrecht, 2002) and occupational performance measurement questionnaire and organizational health questionnaire have been used.

2.6 Information analysis method:

The method of data analysis and information in this research is as follows:

1. Descriptive statistics will be used to estimate the characteristics of the central and to determine the distribution of statistical frequency and graphing.

2. In this research, the correlation coefficient and SPSS software are used to analyze the hypotheses.

2.7 Statistical population, sample size and sampling method:

The population of this study is health care staff in Golestan province with 7000 people. The statistical sample of this research is health care staff in Golestan province with 364 people. Which is obtained by stratified random sampling, according to the Krejsi and Morgan tables.

3. Discussion and results

3.1 Findings (hypothesis testing)

Testing the first hypothesis: There is a significant relationship between organizational intelligence and organizational health of health and health network staff in Golestan province.

H0: There is not a meaningful relationship between organizational intelligence and organizational health.

H1: There is a significant relationship between organizational intelligence and organizational health.

Table 1. Pearson correlation test results between organizational intelligence and organizational health

organizational health			independent variable variable	dependent
Sample size	Significance level	The correlation coefficient Pearson	organizational intelligence	
364	0/000	0/456*		

*** Correlation is significant at the error level of 0.05**

Based on the results of the Pearson correlation test (Table 1), there is a significant and direct correlation between organizational intelligence with organizational health at 95% confidence level ($P < 0.05$) (correlation coefficient 0). Therefore, the hypothesis H0 is rejected and the H1 hypothesis is admitted. The first hypothesis of the research is confirmed. There is a positive and significant relationship between organizational intelligence variable and dependent variable (organizational health). That is, with increasing organizational intelligence, organizational health of employees increases.

The second hypothesis test: There is a significant relationship between organizational intelligence and the performance of the health and medical network staff in Golestan province.

H0: There is not a meaningful relationship between organizational intelligence and employee performance.

H1: There is a significant relationship between organizational intelligence and employee performance.

Table 2. Pearson correlation test results between organizational intelligence and performance

organizational health			independent variable variable	dependent
Sample size	Significance level	The correlation coefficient Pearson	organizational intelligence	
364	0/000	0/654*		

***Correlation is significant at the error level of 0.05**

Based on the results of the Pearson correlation test (Table 2), there is a significant and direct correlation between organizational intelligence with performance at 95% confidence level ($<0/05$) (correlation coefficient). Therefore, the hypothesis H0 is rejected and the H1 hypothesis is admitted. That is, the second hypothesis of the research is confirmed. There is a positive and significant relationship between organizational intelligence variable and dependent variable (performance). That is, with increasing organizational intelligence, employees' performance increases.

4. Conclusion

4.1 Discussion and conclusions and research suggestions

In today's competitive environment, organizations need to have assets such as knowledge, learning, effective communication, willingness to change, and severity. In other words, organizations must constantly seek to expand, increase learning, Development of communication and ... because they will otherwise be entropy. In fact, the emergence of organizational intelligence as the ability to move the entire intellectual power of the organization and concentrates this intellectual ability to achieve its mission and mission is in line with the needs of the organization. Therefore, considering the importance and importance of the concept of organizational intelligence and organizational health and job performance and the need to increase it in organizations, the present article first outlines the concept of organizational intelligence and then examines its essential requirements and infrastructures. Ultimately its consequences have been examined.

Testing the first hypothesis: There is a significant relationship between organizational intelligence and organizational health of health and health network staff in Golestan province. Based on the results of the Pearson correlation test (Table 1), there is a significant and direct correlation between organizational intelligence with organizational health at 95% confidence level ($P < 0.05$) (correlation coefficient 0). Therefore, the hypothesis H0 is rejected and the H1 hypothesis is admitted. The first hypothesis of the research is confirmed. There is a positive and significant relationship between the organizational intelligence variable and the dependent variable (organizational health). That is, with the increase of organizational intelligence, the organizational health of the staff increases. The results of this research are based on the results of the research Kerani and Rashidi (2018), and Voorayipour (2010), which addresses the relationship between organizational intelligence and organizational health of the staff, is consistent.

The second hypothesis test: There is a significant relationship between organizational intelligence and the performance of the health and medical network staff in Golestan province. Based on the results of the Pearson correlation test (Table 2), there is a significant and direct correlation between organizational intelligence with performance at 95% confidence level ($<0/05$) (correlation coefficient). Therefore, the hypothesis H0 is rejected and the H1 hypothesis is admitted. That is, the second hypothesis of the research is confirmed. There is a positive and significant relationship between the organizational intelligence variable and the dependent variable (performance). In other words, with increasing organizational intelligence, the performance of the staff increases. The results of this research are based on the results of Zabihi et al. (2015), which investigated the relationship between intelligence an organization is consistent with the performance of employees.

4.2 Proposals for future research

- It is recommended that researchers investigate the status of organizational intelligence in other organizations that are not yet operational in Iran and elsewhere in the world.
- Researchers can also consider the comparative study of the status of organizational intelligence and job performance in public and private organizations.
- The relationship between organizational health and job performance and its impact on the strategic management of human resources of staff.
- The relationship between ethical intelligence and employee performance should be investigated.
- The impact of learning organizations on employee performance.

- Researchers can examine the relationship between organizational health and components such as productivity, effectiveness, absenteeism, and so on.

REFERENCES

- Albrecht, K. 2002. Organizational intelligence and Knowledge management the executive perspective. Retrieved, 2006, From <http://www.karl Albrecht.com>.
- Albrecht, K. 2003. The power of minds at work: Organizational intelligence in action. New York: Amacom.
- Demarest, M. 1997. Understanding knowledge management. *Journal of Long Range Planning*, 30 (3), 374-384.
- Fazandat, A. 2005. Theoretical Basics and Principles of Management, Seventeenth Edition, Tehran: Ravan Publishing. Freddy Lanbenorr, Allan C. Ornstein, (2003), Educational Management (Concepts and Practices), (Translated by Mohammad Ali Farnia), Aqah Publications, Tehran.
- Feizi, T., & Abedini, S. 2010. The relationship between emotional intelligence and social capital (case study). *Journal of Economics and Business*, 1 (1): 43-57.
- Golshan, F., & Mohammad, R. 2004. Tehran education sociology, Nashre Ravan [persian].
- Jokar, H., Madanlou Joodbari, S., Etebariyan Khavarsanaghi, A., & Imdari, S. 2014. Investigating the Relationship between Organizational Intelligence and Organizational Health in Mazandaran Provincial Engineering Organization, First International Management Conference, Accounting and Economics, E-Commerce, International Institute of International Studies, Science and technology of hakar parfi Shiraz, 1: 26-37.
- Kerani, A., & Rashidi, I. 2018. The Effect of Organizational Intelligence on Improving Organizational Health in Public Libraries in Kermanshah. *Science and Technology Management Information*, 4 (1): 119-143.
- Mashayekhi, Z., & Azizi, G. 2016. The Effect of Organizational Intelligence and Organizational Health on Faculty Members, 6th International Conference on Psychology and Social Sciences, Tehran, Isfah Symptoms.
- Voorayipour, Z. 2010. Relationship between Organizational Intelligence and Health at University of Isfahan. *New Approach to Educational Management: Summer 2011*, 2 (2): 155-174.
- Zabihi, M., Tabatabaee, S., Ghamari, M., & Asadi, M. 2015. Determining the Relationship between Organizational Intelligence and Organizational Agility in Hospitals of Mashhad University of Medical Sciences. *Health Payavard*. 2015, 9 (1) :43-54.
- Zahraei, M., & Rajaei Pour, S. 2010. The Relationship between Intelligence and Organizational Health in Universities of Isfahan, *New Quarterly Journal of Management Education*, 2 (2): 174-155.

How to Cite this Article:

Sokhtsaraei Z., The Relationship between Organizational Intelligence and Organizational Health and Performance of Healthcare Network Staff in Golestan Province, *Uct Journal of Management and Accounting Studies* 7(2) (2019) 7–12.