



The Impact of Strategic Intelligence of Managers on the Effectiveness of Group Work and Performance of Employees in General Directorate of Education

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ABSTRACT

Background: Organizational structure and human resources are the main pillars of an organization. Proper organizational structure plays an important role in the productivity of any organization and proper planning of each structure will improve the performance of the human resources and increase productivity in it. In order to survive and even maintain the status quo, dynamic flow and innovation should be continued in organizational structures to prevent the stagnation and destruction of organizations. Organizational structures play a basic role in planning of processes. **Objective:** The purpose of this paper is to investigate the impact of strategic intelligence of managers on the effectiveness of group work and performance of employees. **Materials and Methods:** This research is a cross-sectional descriptive-analytical study. Samples consisted of 169 employees who were selected by stratified random sampling. The tools used in this study included strategic intelligence scale, effectiveness of group work and performance evaluation. The reliability of the questionnaires was obtained by Cronbach's alpha in the range of 0.68 to 0.98. Data were analyzed using multiple regression analysis using SPSS 22 software. **Findings:** The findings showed that the managers' strategic intelligence has been effective on the effectiveness of group work and performance of employees in General Directorate of Education.

1. Introduction

Today's age is the age of information and opportunities and threats, and understanding that we are in an exciting environment is very crucial. In this complex environment, competition is occurred not only in production, service, speed, flexibility and globalization, but also emerged in reengineering of management. In the high competition world that changes are made fast, managers for compatibility and coordination with the current world need to learn how to make decisions quickly and learn from the mistakes that they had in decision-making. Managers will be successful in the decision-making process that follow the information path timely and in real time and to be able to deeply understand the organization intuitively (Ebrahimi et al., 2014). What is certain is that intelligence is one of the most attractive psychic forces whose effects can be seen and visible in different creatures in different quantities. The more the creatures have higher evolutionary and complexity, they will advance intelligently (Salawati et al., 2013).

Intelligence is one of the oldest concepts in psychology that has been discussed a lot in scientific literature. The general people consider intelligence as the ability to learn and understand new and existing situations correctly. In daily expression, the intelligent person is described with such traits as precise, nimble, gifted, prominent, and the like. Intelligence refers to the talent of forming an accurate and real model of person and the ability to use that model for effective use throughout life (Salawati et al., 2013).

One type of intelligence is strategic intelligence which represents the evaluation of changes in competitive strategy over a specified period of time which obtained from changes in structure, competitors, new replacements of product, and newcomers to the industry. The result of strategic intelligence is strategic leadership. Strategic leadership is a process for influencing the desirable success of prospect that is used by leaders and it is ambiguous and unreliable by influencing on organizational culture, resource allocation, guidance through policy-making and consensus on a complex global environment (Salawati & Et al., 2013).

Generally, the indicators of strategic intelligence can be described as: 1. Foresight, 2. Social Insights, 3. Synergy, 4. Providence, 5. Holistic, 6. Philosophical attitude, 7. Identification power, 8. Predictive power, 9. Inference of ambiguity, 10. Adaptation, 11. Mental analysis, 12. Integration, 13. Entrepreneurship (Faryabi et al., 2011).

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Regarding the knowledge of strategic intelligence, a complete image of the current and future situation of the competition scene is formed in front of managers in order to provide the requirements of development and growth of their organization by making timely and fact decisions. In Gardner's view, insight to self-feelings when they flow, the inhibit of self-feelings, the power of self-tranquilization in the course of events to make the right decisions, establishing relationships with others, spontaneity and insight into others' feelings are dimensions of intrapersonal intelligence (Faryabi et al., 2011).

2. Statement of problem

The foundation of any organization's wealth is its employees in the form of their knowledge, skills and motivations. Today, such wealth is important because it will be the main origin of competitive excellence other than new technology, subject to initiative, creativity, obligation, and empowerment of workforce in the next decade. When encountering future challenges in order to achieve high productivity rates, organizations will have no choice but to attract the support, participation and obligation of their employees (Kheradmand and Fateh, 2010).

Human resource is considered the most valuable capital and organizational resource. Human power is the most important factor in improving productivity. Improving productivity is one of the most important strategies of economic social development. Improving productivity can lead to improving processes, improving working relationships, reforming individual and group behaviors, increasing job motivation, increasing quality of life, increasing welfare, increasing employment, increasing wage level. The main core of any type of productivity is the human resources of the organization (Ebrahimi et al., 2014).

Since there are people performing the work of the organization, any approach to improving organizational productivity should include personnel affairs. Effective human resources are the main factor to continue success and achievement of the goals of organization. The process of human resource productivity is influenced by the result of evolution and combination of a variety of factors, and productivity is not an abstract category and it is necessarily functional. Thus, the selection of factors affecting employees' productivity is a function of the needs and conditions of the organization and its employees and the internal and external environment of an institution which the workforce is employed. Organizations must improve productivity in order to be succeeded (Kheradmand and Fateh, 2010).

The complexity of the organization and variable environments are factors that caused managers of the organization to be tended to use group work approach rather than individual work to manage the organization effectively. Group work has two or more members and it has certain functional goals and cooperation among member is the prerequisite of achieving group to considered goals. The prerequisite of having an effective group is that the members of group and leader to be loyal to each other, and trust to each other and the work and purpose of the group to be well understood and accepted by members (Esmaeili et al, 2014).

Performing works using group method provides the potential capacities for full utilization of human resources. So group working regarding the acceptance of changes and recognition of the active social participation and changeability is inevitable and as a pioneer and effective technology, both for companies and organizations creates a strategic advantage and also provides opportunities for employees. The important point is that in most criteria of group work effectiveness and analysis related to it, comprehensive quality management and quality control rings are not considered; (Esmaili et al., 2014).

Given that individuals working in the organization play an important role in organizational performance and on the other hand, their satisfaction with their organization plays a significant role in the efficiency and type of organizational performance. It seems that positive emotions and attitudes of individuals about their organization and their jobs can be the solution of many of the problems in the organization (Dakl 5, 2010).

One of the factors that can influence the performance and group work of employees and their productivity is the strategic intelligence of the organization's managers. Strategic intelligence is the ability to adapt to today's ever-changing conditions, which is inconsistent with taking a step in a constant path. Because all of today's competitive signals and signs call us to adapt to variable conditions. When we investigate the bankruptcy of companies with more precise, we find that most of them have realized the problem but failed to identify the problem-solving strategy. Most of them have been reluctant to change the new conditions because they have already spent a great deal of human and financial capital to make their own structure and it has been difficult for them to change this structural algebra (Meshbeki et al., 2011).

And finally, the employees of a company or organization are affected by a proper developed strategy. Therefore, "strategic intelligence" has been called a capability that through it and according to our individual and social behaviors, we can learn the correct way of adapting to new conditions. In business success, strategic intelligence has the same meaning that in the intelligent tool is conventional army, but its primary role is to emphasize how being better of organizational position for future control, challenges and opportunities that increase the success of the organization (Hashemian, 2010).

Education as an organization requires the proper performance of its employees. All managers know that their success depends on the human resources available in education. Therefore, this idea caused managers to choose the right style of education department. On the other hand, strategic intelligence is one of the factors affecting the increase in group work and performance.

According to the above materials, this article seeks to answer the question whether the managers' strategic intelligence is effective on the effectiveness of group work and the employees' performance in General Directorate of Education in.

3. Materials and methods

This study is applied objectively and it is descriptive- correlational in terms of data collection method.

Effectiveness of group work and performance were considered as the criterion variables and strategic intelligence as the independent variable. The statistical population of the study is all the employees of General Directorate of Education. The sample consisted of 169 employees in 2017. Stratified random sampling was used.

Research tools are: 1. Strategic Intelligence Questionnaire, Performance Evaluation and Group Work.

Strategic Intelligence Questionnaire: This scale has been made by Monorian et al. (2012) with 8 items based on a 5-point Likert scale. The options are (totally disagree, disagree, not sure, agree, totally agree). In the present study, Cronbach's alpha coefficient was used to investigate the internal consistency of the scale and the coefficient was 0.85 for 8 items and 169 subjects.

Group Work Questionnaire: This scale has been made by Evans and Jarvis (1986) with 20 items based on a 5-point Likert scale. The options are (totally disagree, disagree, not sure, agree, totally agree). In the Evans and Jarvis (1986) study, the Cronbach's alpha coefficient was reported in 26 groups between 90 and 97, and in the Rahimpour and Sajjadi (2011) study, the Cronbach's alpha coefficient was 0.94. In the present study, Cronbach's alpha coefficient was used to investigate the internal consistency of the scale and coefficient of 0.91 was obtained for 20 items and 169 subjects.

Performance Evaluation Questionnaire: This scale has been made by Sheikh Pour (2012) with 41 items and 7 dimensions (how to perform tasks, job discipline, adherence to ethical values, how to deal with clients, interpersonal relationships, organizational behavior, personal development) based on a 5-point Likert scale. The options are (totally disagree, disagree, not sure, agree, totally agree). In the study of Sheikhpour (2012), Cronbach's alpha coefficient was reported 0.89. In the present study, Cronbach's alpha coefficient was used to investigate the internal consistency of the scale and coefficient of 0.91 was obtained for 20 items and 169 subjects.

4. Findings

Data were analyzed using descriptive statistics (frequency, percent, mean, standard deviation) and analytical statistics (multiple regression analysis).

Findings showed that the mean age of employees was 32.6 years with a range of 46-25 years. Also, most of the employees working in the General Directorate of Education had a bachelor's degree (88.6). Working experience of employees ranged from 7 months to 24 years.

Table 1. Relative and quantity frequency distribution and mean of research variables

Relative frequency	SD	Mean	Variables
169	5/8	13/48	Strategic intelligence
169	7/5	46/31	Group work
169	2/4	5/24	Performance

The mean and standard deviation of the variable of strategic intelligence were 48.13 and 8.5, group work, 31.46 and 5.7, performance 24.5 and 4.2 that shown in (Table 1) as relative frequency.

Multiple regression tests were used to evaluate the effect of strategic intelligence on effectiveness of group work and performance of employees. The results are reported in Table 2.

Table 2. Regression coefficients of criterion variables with independent variables using stepwise method

Regression coefficients β		F P	RS	MR	Criterion variable	Independent variable
2	1					
	$56/0 = \beta$ $01/0 < P$	$8/53$ $01/0 < P$	31/0	56/0	Group work	Strategic intelligence
$29/0 = \beta$ $01/0 < P$	$47/0 = \beta$ $01/0 < P$	$8/13$ $01/0 < P$	47/0	69/0	performance evaluation	

Table 2 shows that the strategic intelligence variable was able to predict group work and performance evaluation. The value of R or multiple correlations with stepwise method for linear combination of strategic intelligence with group work is 0.56. If this relationship reaches the power of two, the significance level will be 0.31; the group work variance is explained by the strategic intelligence variable ($P < 0.01$).

Also the R value or multiple correlations with stepwise method for linear combination of strategic intelligence with performance evaluation is equal to 0.69. If this relationship reaches the power of two, the significance level will be 0.47; variance of performance evaluation is explained by strategic intelligence variable ($P < 0.01$).

According to the results of multiple linear regression analysis with stepwise method, there is multiple correlation between independent variable with criterion variables I.e group work and performance evaluation.

5. Conclusion

In recent years, competitive intelligence has become one of the important concepts of management and has been associated with the culture of leading companies. Today, organizations will win in a competitive environment that has a deeper understanding and evaluation from their activity field and provides greater competitive advantages. In today's world with fast growing markets, relying on outdated information leads to reduce insight and lose opportunities of the organization. Tomorrow's success in business area is for those organizations that have more insight and information about themselves and the competitive environment. An intelligent firm understands competitors' strategy better and faster, and learns from their failures and successes, and enables managers to have a strong and highly competitive firm. Most large organizations have formal units of competitive intelligence that enable managers to make informed decisions about key business issues such as investment, marketing, and strategic planning. Competitive intelligence is not the only collection of information from different sources, but it helps the organization to analyze information and make decision about promotion activities of organization's status. Companies that use a competitive intelligence program have a better understanding of the competitive perspective and create programs to enhance competitive advantage by moving towards management strategies. Increasing competitive intelligence causes organizations to analyze the information of their surrounding faster and precisely and store the results and make them available to decision makers when appropriate. This issue speeds up the flow of data, information and knowledge in the organization and improves the effectiveness of thought and decision making.

The findings of this study are consistent with the study by Ebrahimi et al (2014) titled identifying competitive intelligence components appropriate to the hotel industry, prioritizing them in terms of importance and evaluating the maturity of competitive intelligence of Yazd hotels, and with the study by Farani (2014) titled "investigating the impact of strategic intelligence components on the performance of decision making of managers of Isfahan Mobarakeh Steel Company ».

According to the findings, it is recommended:

Creating different group works at the university that considers all aspects of the organization and help to identify the type of strategies appropriate to their performance to achieve the appropriate structure.

Holding various educational classes and workshops on developing strategic intelligence at university

Establishing a rational and correct relationship between the human resources system and planning for the proper implementation of strategic intelligence to enhance staff competencies in educational organizations, especially universities

Training employees to be accountable. This training helps them for their current job responsibilities and prepares them for promoting future responsibilities. Employees' training can be a tool for awareness of person and enhancing his/her performance.

Surveying employees and developing a feedback system from them and applying their views and considering their needs to create a favorable work environment.

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