

Organizational Intelligence and Excellence Based on EFQM Model Among the Isfahan Sport Boards are Interrelated

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Abstract: The purpose of the present study was to determine the relationship between organizational intelligence and organizational excellence. In the present study, the statistical subjects included 200 employees that were chosen randomly from all employees working in sport boards in Isfahan. They were given some questionnaires. 130 questionnaires were filled out and sent back. They were used to statistical analysis. Two main questionnaires were used in this study i.e. Albrecht organizational intelligence and organizational excellence based on EFQM Model. The result from Pearson correlation showed that a 42/1% increase can be seen in organizational excellence with the increase in organizational intelligence. In other words there is a positive and significant relation between these two variables.

Key words: Organizational Intelligence % Organizational Excellence Based On EFQM Model % Sport Boards

INTRODUCTION

Theorists define intelligence as the ability to adapt to the environment and since to adapt to different environmental conditions requires different types of intelligence, at times various individual intelligences were defined. In recent years, too, in addition to individual intelligence, organizational intelligence has been introduced. There is reason that a large percentage of people spend their lives at work, which is typically an organization and to spend the better compatibility with environmental organizations, they need to have skills and abilities.

Organizational Intelligence is the ability to solve problems in an organization is [1]. In other words, organizational intelligence is the intellectual ability postings per organization to achieve organizational goals [2]. As Albrecht -the founder of the concept of organizational intelligence - puts it, Business success depends on the intellectual power of a relatively small number of employees. These are the people, who can plan, organize, lead, manage, analyze, conceptualize, make strategic decisions, innovation, education and explain their ideas [3]. However, this factor has some similarities with the individual intelligence, but

organizational intelligence is a consequence of social and group that function as a single group of people [4] this difference is significant. Wilensky [5] introduced the organizational intelligence as the process of finding problems, the Data collection, processing, interpretation and information related to political - Technical requirements in the decision making process, while Mamfred and Gastafson [6] focused on the more general definition of the organizational intelligence, as a creative and learning system. Glynn [7] considered intelligence as a scientific process that stresses the success or failure of the organization. According to research, individuals and organizations with high intelligence are superior in understanding organizational problems [8], Innovation [9] and compatibility [10] than others. So based on what was presented about the organizational intelligence and the intelligence relationship between the variables, it can be expected that organizational intelligence promotes the organizational excellence.

Organizational excellence is a commitment to sustainable development and sustainable growth in order to achieve customer satisfaction and continuous increase in the profitability of an inclusive and supportive environment [11].

In other words, excellence has been created in order to identify the organizations capability to achieve quality, superior performance and growth of awareness of quality and performance excellence, under a competitive framework.

From among the models of excellence, the EFQM is the basis used in the Iran National Quality Award.

This model has been established based on nine areas which include: Leadership, policy and strategy, employees, participation and resources, processes, customer results, Society Results and Key functions results [12].

The nine criteria are interrelated and together affect progression. Among them, the five criteria are, "Enabler" of an organization and the other four criteria are the "Result" of the performance and achievement of the activities. However, the enablers create the results, but the results also develop and promote the enablers [12].

Since organizational excellence model EFQM is based on the organizational improvement and customer satisfaction [12] and intelligence is also one of the factors in the development, it seems to be a relationship between organizational intelligence and organizational excellence based on the EFQM model. The purpose of this research, therefore, was the study of the relationship between organizational intelligence and organizational excellence based on EFQM model in sports communities.

MATERIALS AND METHODS

According to the statistics provided by sport organizations in Isfahan, there are about 400 individuals who work as employee in sports boards in Isfahan. These people are considered as the statistical universe of this study. The statistical subjects included 200 employees that were randomly chosen from all employees working in sports boards in Isfahan. They were given some questionnaires. 130 questionnaires were filled out and sent back. They were used to statistical analysis.

Two questionnaires were used in this study i.e. Albrecht organizational intelligence and Organizational excellence.

Albrecht Organizational Intelligence Questionnaire: To assess organizational intelligence, the Albrecht organizational intelligence questionnaire was used. This 49-item inventory (7 for each subscale) assesses seven subscales: strategic vision, shared fate, change orientation, heart and soul, alignment, knowledge

deployment and performance pressure. The seven subscales were summed to yield a composite measure of organizational intelligence. Responses on the 5-point Likert-type scale ranged from 1 = strongly disagree to 5 = strongly agree. The reliability coefficient of this questionnaire was reported to be 0/93. Also, University professors and authorities have confirmed the construct validity of this questionnaire.

Organizational Excellence Questionnaire: A researcher-made Questionnaire that included 50 Q on excellence and 9 items were used. The first 5 items include "enablers" leadership, policy and strategy, personnel, partnerships and resources and processes and the next 4 items are associated with the "results" which include the following: customer results, employee results, society results and key performance results. The sum is to be considered as excellence. Questions 1 Up to 5 are related to leadership and its components, 6 Up to 9 are related to policies and strategies, 10 Up to 14 are related to the staff, 15 Up to 19 are related to partnership and resources, 20 Up to 26 are related to the processes components, 27 Up to 35 are related to customer results component, 36 Up to 40 are related to results component of the staff, 41 Up to 43 are related to society results components and 44 Up to 50 are related to key performance results. Any of these options have been weighty, too little item to zero weight, little item to 25, The average to 50, a big item to 75 and very big item to 100. Formal validity of the questionnaire has been approved by professors and experts. Questions reliability based on Cronbach's alpha coefficient was 0.913 for leadership, 0.876 for the strategy, 0.895 for the staff, 0.837 for the partners, 0.854 for the processes, 0.854 for Enablers, 0.888 for the client component results, 0.916 for the Staff, 0.912 for the results of society, 0.829 for key performance components results, 0.886 for the Results and 0.88 for organizational excellence.

Data Analysis: Pearson correlations were conducted to examine correlations among measures.

RESULTS

The results of the study showed that there is a significant relation between organizational intelligence and organizational excellence. The result from Pierson correlation showed that a 42/1 % increase can be seen in organizational excellence with the increase in organizational intelligence. In other words there is a positive and significant relation between these two variables.

DISCUSSION

The results showed a strong positive and significant relationship between organizational intelligence and excellence.

According to the evidences, organizational intelligence is related to variables of Stakeholder Relations [13], application of knowledge, composition of the knowledge, distribution and organization of knowledge [6], Compatibility with conditions [10] and organizational development and innovation [9]. Based on research findings, managers, supervisors and employees who have a higher intelligence are more compatible with the organizational culture and conditions and have good relations with partners and stakeholders and show their creativity and innovation [14]. Hence, as it was expected the more the intelligence, the more the excellence and it was confirmed by the findings of this study.

For years, the directors concluded that creativity and understanding of organizational goals help managers and employees to be successful in the process of organizational development. Organizations, including the communities of Sports, every day face with new challenges and require that their employees and experts use their creativity and innovation to provide new solutions. Obviously, such a useful feature can be effective in improving organizational excellence. Sports staff feel the need to maintain their customers. However, without planning in this context, the potential loss of customers and damage to the activities and objectives of the organization exists. Accordingly, the more the organization environment becomes more friendly with better behaviors and more ethical employees, the more partners, managers and customers become satisfied and the person with organization intelligence feels better and the working conditions become more success. Thus, managers, supervisors and employees with high intelligence who are capable of good relationships with others can be better and more compatible with their customers to maintain and adapt to their circumstances.

Thus, given the strong positive and significant relationship between organizational intelligence and organizational excellence, it is recommended that the intelligence test be given to the applicants who want to take responsibility in the sports committee. Also, it is recommended that the relationship between organizational intelligence and organizational excellence be assessed in other sports organizations to take into consideration the status of both intelligence and excellence.

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