



Reviewing the Relation Between Organizational Intelligence and Occupational Performance of Sepah Bank's Line Employees in Tehran

KEYWORDS

occupational performance, organizational intelligence, Sepah Bank.

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ABSTRACT

One of the essential problems of each organization is occupational performance and also this is one of the variables which have been under attention of many developed countries. Also, organizational intelligence and attention to occupational performance facilitate organizations to take advance of competitive advantages by applying the current information. The aim of the study focuses on relation of organizational intelligence with occupational performance of Sepah Bank employees in Tehran. The methodology of study is descriptively correlative. The statistic population includes all of the employees of Sepah Bank in Tehran. The number of 334 people was selected by applying cluster sampling method. Two questionnaires of occupational performance and organizational intelligence were applied by Paterson (1990) and Alberakht (2002) to determine the variables. Inferential and descriptive statistical methods (Pearson and Regression correlational coefficients) were applied to make analysis. The findings of investigation index the relation between organizational intelligence and all of its aspects such as strategic perspective, common destiny, tendency to change, unity and agreement, knowledge improvement and performance pressure.

Introduction

Attention to the employees and their occupational performance as the most prominent organization's property has been increased significantly through the recent decades. Many modifications of these years which have been occurred on the basis of decentralization of management, minimization of organizational layers, and employees' cooperation in decision making process are implied as an evolution of organizations' approach toward the labor force. This new definition is based on new a known valuable resource which is far from its rotten and insufficient definition after industrial revolution (Ezheie and et al., 2009).

Physiologists know the occupational performance as a result of humanistic behaviors and believe in the affection of factors like motivations and needs on ultimate economic growth. In addition, they consider the occupational performance as a synthesized structure which on its basis successful and unsuccessful employees gets separated through the specific measures (Qasemi, 2013).

On the other hands, organizational intelligence theory looks into detection of deficiencies of organization and proposing the necessary strategies to improve the organizational performance by means of determining the organization's intelligence status. We can enhance the organization's condition in the contexts such as intelligence (ability to match and adjust with circumstance), perspectives, learning and application of knowledge, organizational structure and competency, spirit, information and communication technologies and organizational memory, detection of capabilities and concentrate on them to cover the deficits, by reviewing the organizational intelligence variables (Jafari and Faghihi, 2009).

Overall the banks alike other institutions are exposed to various modifications and upon the current condition they should make efforts to discard barriers and deficits follow the modern marketing and apply new methods to sustain and profiting (Sadeghi et al., 2012).

Discussion

The occupational performance is examined in organizations increasingly, but this issue would be valid if we understand that organization's accomplishment or failure relies on occupational performance of its employees. Occupational performance is a rate of fulfilled duties of a person in his/her occupation (Tahir Soleyman, 2006).

Investigation of organizational intelligence parameters

Psychologists were divided into two groups in the field of intelligence concept, first group believes that intelligence is formed of a single overall talent. The second group believes that there are different kinds of intelligence. What creates conflict in the exact definition of the intelligence is the fact that intelligence is abstract concept and doesn't have any objective, sensible and physical basis. Intelligence is a general tag for a set of processes which is deduced from clear responses of individuals.

Intelligence concept has more than 2000 years history (Johari and Stephens, 2006) and as a part of business strategy also has long history and has been considered as attempt to increase the competitive advantage of firms and effectiveness of strategic plans processes (Dishman et al, 2006). In the recent years, paying attention to the intelligence in organization has significantly increased and many researchers have examined that and has entered various kinds of intelligence with different names to the scientific literature of organizations including environmental scanning, business intelligence, strategic intelligence, competitive technical intelligence, market intelligence and organizational intelligence (Choopani et al, 2013).

Types of intelligence

1- Emotional intelligence: Martinez (1997) defines the emotional intelligence as a set of non-cognitive skills, talents and abilities which increases the individual's capacity in dealing with external demands and pressures. Antonacopoulou 7 Gabriel (2001) know the emotional intelligence as the important source of motivation, information, personal power, innovation, creativity and

leverage that plays significant role in development of the organization, since it causes loyalty and organizational belonging in individuals, better compatibility with organizational changes, technical progresses, human relations and rational decision making.

- 2- Spiritual intelligence: it has both intelligence and spirituality structures, although spirituality is looking for holy elements, finding the meaning, high consciousness and excellence, spiritual intelligence includes ability to use such issues that can predict the functionality and compatibility of the person which result in valuable outputs (Asgari et al, 2011).
- 3- Competitive intelligence: it means purposeful and coordinate supervision on competitors and their identification in the framework of a certain market. In fact it is the processes of using legal and ethical practices in order to timely discovery, provision and delivery of required information to decision makers who wants to increase competitive ability of business (Fleisher et al, 2007).
- 4- Organizational intelligence: intellectual ability of organization to solve organizational issues. Here focus is on the integrity of technical and human abilities in solving problems. Explicitly, organizational intelligence contains general information, experience, knowledge and understanding the organizational issues (Simic, 2005). Indeed, he knows the organizational intelligence the product of 5 cognitive sub-systems of organizational structure, culture, stakeholders' relationships, knowledge management and strategic processes (Alipoor shirsavar and Marzban moqadam, 2013).

Today's organizations face with constantly unstable conditions in economic, cultural, social and political environments. Successful reaction of organizations and their dynamism are related to their ability to provide associated information and timely finding of appropriate solutions to solve problems. Thus, organizational theorists have focused on intellectual abilities of organization and integrity of information and communication technologies. This trend has resulted in creation of a new concept in organizational theory which is called organizational intelligence (Darvish et al, 2013).

- 5- Organizations need new tools for decision making in order to continue their economic activities in fiercely competitive environments. Competitive intelligence is among these tools which is growing and expanding throughout the world and among firms. In fact, organizations can act better in the current insecure and full of changes environment using such tools (Malekzadeh, 2009).

Organizational intelligence has 7 parameters as following:

- 1-Strategic perspective 2- common fate 3- willingness to change 4- alliance and agreement 5- spirit 6- knowledge development 7- functional pressure

Factors affecting the organizational intelligence

- 1- Organizational culture: it provides support and stimulants which encourage knowledge-oriented activities through creation of an environment to access and share the knowledge. Naturally, such organization will be able to adapt with its environment and can better use the capacities (Bjani, 2009).
- 2- Organizational structure: the kind and form of organizational structure influence the intra-organizational relationships and distribution of information and acceler-

ates or slows down it. Therefore, the kind of structure affects the organizational intelligence.

- 3- leadership : transformative leaders can solve difficulties in vague and stressful environments through having features such as broad perspective, perceptual skills, insight and foresight and they are able to identify and prioritize key variables of organization in unusual conditions (Qaderi, 2009).
- 4- Social capital: expanding effective communications between personnel causes organizational intelligence to be increased. It means that communications result in exchange of information and knowledge between individuals and if such communication presents in an organization, it will have high intellectual capacities so that it can better take advantage of the capacities to achieve goals.
5. Knowledge management: knowledge is a key source in today's world and creation of collective knowledge is a strategic task for success of the organization. As long as the collective knowledge can't be created and developed in organizations, potential capacities of organizations can't be used to realize the purposes (Qaderi, 2009).

The study of job performance

Performance is represented by 4 variables including effectiveness, efficiency, development and satisfaction of participants which are useful to access the condition of an organization or its staff (Jazani, 2001).

The term of performance mostly refers to the process and efficiency of a system. Performance is an activity which is carried out to do work and is also the result of the activity. Some believe that when personnel of an organization feel that organizational decisions in their functions are unreasonable and unfair, not only their commitment and motivation will not increase to continue the activity, but also the level of their efficiency will decrease (Saeedi et al, 2012).

The most critical issue in each organization is the job function. The importance of job performance results in the motivation of researchers to more investigate that. Job performance is all behaviors which individuals show in association with their jobs. In other words, it is the level of output and efficiency which is obtained due to the employment of a person in a job (Rezaee & Rezvanfar, 2007).

Performance or function is defined as general values which organization expects from separate behavioral pieces that each person does during certain periods (Motowidlo, 2003). Job performance also is described as organizational value of job behaviors of staff in different job positions and times. Organizational values refers to the actions such as doing job tasks and well communication with other staffs that organizations estimated based on the activities and services of their employees. The important note in this definition is that the job performance is defined as a certain behavioral feature, and is considered as an integrated feature of distinct behaviors which occur over the time. Another note is that the behavioral feature of job performance is considered as a variable among a set of behaviors that are shown by different people and behaviors that are shown by similar individuals in different times (Ejei et al, 2009).

Improving the job performance of personnel is an important issue in keeping human resources of an organization and neglecting that will result in disrupting social system of the organization and emergence of rebellion, reduction

of responsibility sense and consequently leaving the service (Jafari et al, 2013).

Improvement of job performance is among subjects that have been considered by researchers in the fields of human resources, industrial organizational psychology and organizational behavior management. Performance of employees is a main part of organizational life, since it can provide strategies to solve functional problems of human resources, achieve to organizational goals, reward management, service compensation, organizing and removing the non-functional staffs (Kazemi, 2005).

Staff performance evaluation

Assessment of staff performance and organization is one of the critical duties of managers which have been highlighted by all scholars of management science. There is a kind of judgment, reality and decision making that finally commenting on the usefulness or un-usefulness, being positive or negative and being thrifty or non-thrifty are done (Mir kamali, 1994).

Performance evaluation is official recognition of employees' characteristics based on the positive or negative feedback from output of new individuals' function in doing tasks (Seyed javadin, 2004). One of the best definitions of performance evaluation is as follows:

Designation of the level of staffs' qualification and efficiency in performing tasks and limitation acceptance in organization which is executed systematically, or in other words, relative measurement of human performance with respect to performing certain work, in a certain period of time, compared to standard and also to determine skill and potential capacities to plan toward bringing then into activity (Saied et al, 2011).

Effective factors for improving job performance

1. Job satisfaction: job satisfaction is one of the key factors for job success of each person and it makes efficiency increase and also one's sense of satisfaction. Job satisfaction is a multidimensional and complicated concept that is connected with different social, mental, and physical factors. It is the main condition for a person to attend and cooperate with organization and due to the important role of job satisfaction in efficiency increase, commitment to organization, ensuring mental and physical health, development in learning new job skill and one's spirit growth (Bazund et al, 2013).
2. Motivation or tendency: if personnel has motivational problem, the first step to remove it is to address punishment and encouragement way. Personnel should clearly know that their functions depend on salary, elevation and job security. The study indicates that managers hope to see certain behavior from personnel, not to encourage their desired behaviors. Human naturally tend to be granted a reward for doing something and avoid doing work without wage. Reward can be intangible or non-intangible. If we reflect one's performance through concentrating his behavior, it can have major portion in general motivational system (Kurd & Ahmadi, 2012).
3. Feedback: this kind of feedback means to present one's daily performance as well as official periodical visits to him informally. Effective feedback process informs personnel about their work stream. If there is no feedback process in organization and personnel are not aware of their performance weakness and manger expects their performance improve, this is an unrealistic expectation.

4. Environmental compatibility: one's performance which is affected by factors out of organization can form environment. These factors are more effective in people's performance, even if personnel have power, recognition, support and desire required to do something. The key environmental factors are competition, change in market status, governmental regulation and policy shift of material (Rezaeian, 2004).

Research method

The study is objectively practical and used method is descriptive and of correlation type. This study is descriptive as it is intended for objective, real, and regular description of events and different issue. Descriptive method is a way aims at describing condition or studied phenomenon (Sharif & Sharif, 2004). Also, the present research method is correlation.

Research statistical sample and population:

Statistical population of this research is; all personnel of Sepah Bank in 2014 who works in Tehran. The number of the personnel is around 2500. We also calculates sample volume through Cochran sampling formula and later distribute them between area (west, central, east, north, south) proportional to population volume.

Using Cochran formula for cluster sampling:

Population number $N=2500$

Reliability or desired possibility precision $Z = 1/96$

Portion of adjective available at population $p=0/5$

Portion of people without adjective in population $q =0/5$

Percentage of error criteria for acceptable confidence coefficient $d =0/05$

Data collection was done in two ways, library and questioners method.

Conclusion

In human's changing world and life, those mans are more success and efficient who have high level intelligence. Without doubt, those human can overcome problems and difficulty in their life by utilizing own God-given intelligence. Certainly this states is true for organizational world, especially as times goes on, organization are hardly managed considering development in science and technology and emergence of new challenges and requirements. This concept is significant when we accept that intelligent technology, in addition to great and creative source of intelligent human, also plays a vital role in organization performance process (Levy, 2012).

The first finding of present study is that there is significant and direct correlation between organizational intelligence and job performance of personnel in Sepah Bank, Tehran. In other words, job performance increases by going up organizational intelligence. These results are coherent with previous one.

Actually there is significant correlation between individual component of organizational intelligence (common insight, common fate, desire to change, spirit, union and agreement, knowledge usage and performance pressure) and manager's job performance.

Findings of the current research indicated that there is direct relation between strategic perspective and job performance of personnel in Sepah Bank, Tehran. In other words, job performance improves by increasing strategic perspective. This finding is coherent with previous one. There is direct and significant relation between common fate and job performance of personnel in Sepah Bank, Tehran. In other words, job performance improves by increasing common fate. This finding is coherent with previous one. There is direct and significant relation between desires to change, job performance of personnel in Sepah Bank, Tehran. In other words, job performance improves by increasing desire to change. This finding is coherent with previous one.

Suggestions

1. Organizations should form some teams to do work and determine threats and opportunities by carefully studying organizational environment and also perform required actions.
2. It is suggested that personnel manager participates in important program and issue in order to reinforce sense of common fate among managers and staff. As this makes all personnel help managers to achieve organizational goals.
3. It is suggested that organization activity constantly develop and being in harmony with organizational environment changes as we study it.
4. It is suggested, personnel increase quality of work in an organization through entertainment plans, family holiday, performing favorable plan in different religious and national occasions for personnel and their families and

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