

Research Article

Relationship of Original Leadership Style with Organizational Intelligence

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ABSTRACT

Background and purpose: ability of organizational learning and constant developing it depends on factors like being intelligent and leadership style of organization management. So we decided to do a survey on relationship between original leadership style and organizational intelligence in instructing center Kermanshah Emam Reza personnel.

Materials and methods: this study is Correlational and cross-sectional which gathering data happens on field by simple accidental sampling and using standard questionnaires like Albrecht organizational intelligence and Avolio, Gardner and Walumbwa authentic leadership. Descriptive statistics, and inferential statistics, Kolmogorov-Smirnov test, Correlation coefficient test and multi-variable regression in SPSS18 have been used for analyzing data.

Findings: from 291 participants, 58% were men, 56% were married, 52% have been in middle of 20 to 30 years old, and education level of 64% of them had Associate degree and B. S.; 4% had management Job positions, 46% were Experts, 10% were Supervisor and 40% were Operator. From work experience, 40% were less than 5 years, 38% between 5 and 10 years, 18% between 11 to 15 years, and finally 4% had more than 15 years. The adjusted R² statistics by 0.291 value showed that three study predictive variables could predicts 59% of the criterion variable changes. Results show that there is a meaningful and positive relationship between Components of original leadership, self-awareness and not distorted processing of information with organizational intelligence.

Discussion: by considering research findings, a meaningful and positive relationship between original leadership and organizational intelligence has been observed; so original leadership in university of medical sciences and / or in level of health ministry could be very effective on staff.

Keywords: organizational intelligence, leadership style, original leadership style.

INTRODUCTION

In Highly variable, unpredicted and full of Unreliability environments, organization must have Proficiency and ability of constant, Productive and creative learning because of survival, growth guarantee and achieving success; so they can produce Best Value for Stakeholders specially costumers. Proficiency and organizational learning ability and constant developing it depend on factors like being intelligent and leadership style of organization management. Prospective organizations for facing

these environmental changes and Survival and success for their future set to rebuilding their organizational structure widely(1). Organizational intelligence means usage of organization mind power for achieving Mission and objectives in competitive environment. Organizational intelligence consists of soft and hard aspects of being intelligence. Soft side of being intelligence upon manpower intelligence processes includes providing condition for Utilization of emotional intelligence (Excitement) by personnel and also

improving cultural intelligence in staff for Adapt to diverse cultural condition and Cultural multiple workplaces(2). in such these organizations, knowledge is the most important asset. Organizations for being able to using happening opportunities in current dynamic environment and achieving competitive advantage, must manage their knowledge sources in a way of effectiveness. These organizational changes cause them to have unique features and functions that turn them into intelligent organizations(1). currently, by challenges like competition and stressful factors in all over the world, leadership is harder than ever. Such these challenges require retrieving self-confidence, hope and Optimism in people and it's necessary for leaders to help their people to find and raise themselves. Thereupon current world needs leaders that are familiar to purposes, values and Integrities(3). The foundation of authentic leadership has been based on the concept of authenticity which claims conditions that people do the behavior In accordance with their values and beliefs and sublime human nature and even by being under effect of different conditions and pressures, insist on having behavior In line with their values and beliefs. Factually, original leadership theories are trying to raise leaders that show their true selves to their followers(4).so by considering organizational intelligence and acting intelligent in this competitive environment, must find factors that can have a positive effect on this intelligence improvement in organization , So we decided to do a survey on relationship between original leadership style and organizational intelligence in instructing center Kermanshah Emam Reza personnel.

MATERIALS AND METHODS

number of entire statistical society was 1200, and based on Morgan Table the sample volume had been chosen 291 people. In current study, two questionnaires of organizational intelligence and original leadership had been used for measuring variables. Original leadership questionnaire is made based on using standard questionnaires Avolio, Gardner and Walumbwa. Based on these

questionnaires, aspects of original leadership includes: self-awareness, Balanced processing, conduct genuine and authentic relationships. Albrecht organizational intelligence questionnaire (AOIQ) in 2003 had been made by Albrecht based on his theory in this field. This questionnaire includes 49 Items that set to measuring 7 components of Strategic Insight, common fate, desire to change, Courage, unity and agreement, application of knowledge and performance pressure. Albrecht organizational intelligence questionnaire by using of five part Likert Spectrum (absolutely agreed, agreed, almost agreed, disagreed, absolutely disagreed) has been scored. Questionnaire stability was measured by Cronbach's alpha. For showing organizational intelligence questionnaire validity, expert Judgment method was used. For analyzing data in descriptive statistic unit, frequency, frequency percentage, average, Median and standard deviation and variance have been used. For checking relationship between predictive and Criterion variables, Pearson correlation test has been used. Then the variables which have meaningful relationship have been analyzed by using multi variable regression. Meaningful level has been considered 0.05. One-Sample Kolmogorov-Smirnov Test, Durbin-Watson Errors independence test and Linear independence test (Collinearity) have been used for predictive variables. For analyzing data, SPSS 18 program had been used. Two organizational intelligence and original leadership variables are defined as below:

Organizational intelligence: The theoretical definition: it means applying intellectual abilities of organization To achieve the mission and objectives in competitive environment(5).Operational definition: score that has been earned by doing Questions in organizational intelligence questionnaire.

Original leadership:The theoretical definition: Original leadership theory in concentrated on Self-control (self-regulation) and leader and followers' consciousness, Positive psychology and positive moderating role of organizational capital(6).

Operational definition: score that has been earned by doing Questions in organizational intelligence questionnaire.

FINDINGS

From 291 participants, 58% were men, 56% were married, 52% have been in middle of 20 to 30

years old, and education level of 64% of them had Associate degree and B. S.; 4% had management Job positions, 46% were Experts, 10% were Supervisor and 40% were Operator. From work experience, 40% were less than 5 years, 38% between 5 and 10 years, 18% between 11 to 15 years, and finally 4% had more than 15 years.

Tab 1 results of correlation test by using Pearson correlation coefficient

Criterion variable	Sub variable	R	p
Organizational intelligence	Original leadership	0.525	0.000
	self-awareness	0.358	0.000
	not distorted processing of information	0.368	0.000
	Original behavior	0.412	0.000
	Original relationship	0.442	0.000

Table results are Proof of relationship between predictive variables and the other variables. R index showed between Original leadership component and Organizational intelligence there's a positive and meaningful relationship. This had increased Organizational intelligence by improving Original leadership component. Original leadership variable have predicted Organizational intelligence changes as 52%. Between self-awareness component and Organizational intelligence there's a positive and meaningful relationship and by improving self-awareness component, it had increased Organizational intelligence. Self-awareness variable have predicted Organizational intelligence changes as 15%. Between not distorted processing of information component and Organizational intelligence there's a positive and meaningful relationship and by improving not distorted processing of information component, it had increased Organizational intelligence. Not distorted processing of information component has predicted Organizational intelligence changes as 17%. Between Original relationship component and Organizational intelligence there's a positive and meaningful relationship and utilization rate of Original relationship component have predicted Organizational intelligence changes as 34%.

Tab 2 regression analysis results

Criterion variable	Predictive variables	Meaningfulness level	B regression coefficient	Tolerance	R ² _{adj}	F	DurbinWatson
Organizational intelligence	self-awareness	0.023	0.154	0.593	0.291	28.042	1.952
	Not distorted processing of information	0.011	0.177	0.565			
	Original behavior	0.027	0.070	0.527			
	Original relationship	0.000	0.346	0.715			

In above table, R²_{adj} is known as Square multiple correlation coefficients. This coefficient shows the variance and the criterion variable changes by a set predictor variables explanation. This coefficient value swings among 0 to 1. Whatever this coefficient gets closer to 1, it shows that predictive variables could explain high rate of the criterion variable variance and conversely. In

above table this Statistics is 0.291 that shows three predictive variables have predicted 59% of our criterion variable changes. F value indicates whether research regression model is a proper model or not. In the other hand, do predictive variables able to explain criterion variable changes well or not? Deciding the case is possible with F meaningfulness in 0.05 error level. F value in this

equation is 28.042 that indicate this statistics is meaningful with achieved value and is a proof of research predictive variables power in explanation changes rate and criterion variable variance. In regression table results analyzing we used β coefficient. β coefficient is a number between 0 to 1, in such a way that whatever β coefficient power get closer to 1, there's a stronger relationship between predictive variable and if coefficient be positive, relationship side is direct and conversely. Eventually regression equation of this research is like bellow:

$$Y_1 = 1/255 + 0/154x_1 + 0/177x_2 + 0/070x_3 + 0/346x_4 + 0/180$$

Y_1 :Organizational intelligence
 x_1 :self-awareness
 x_2 :not distorted processing of information
 x_3 : Original behavior
 x_4 :Original relationship

DISCUSSION AND RESULTS

by considering research findings, a meaningful and positive relationship between original leadership and organizational intelligence, it means that original leadership impacts on organizational intelligence; in the other hand by improving original leadership component, organizational intelligence increased. Sobhani and Hematian (1391) in a study set to survey cultural intelligence relationship and original leadership style and of course in their research there were no meaningful relationship between intelligence and original leadership style. It may be duo to in their studying society that consists of Faculty members that is more different rather organization staff. Jandaghi and *et al* (1392) set to a study that check the relationship between leadership style and organization intelligence and it has been observed that among three mentioned style in research and organization intelligence there were direct and indirect relationship that their results were aligned to current study. In Jamalzadeh study (1391) that has been done in Boyer Ahmad City high schools and it also shows that leadership style with mediating role of job satisfaction can influence on organization intelligence. It also was aligned to this research results. By considering research findings, between self-awareness component and organization intelligence there is a positive and meaningful relationship. In the other hand by

improving self-awareness component the organization intelligence would be increased. Between not distorted processing of information component and Organizational intelligence there's a positive and meaningful relationship and by improving not distorted processing of information component, it had increased Organizational intelligence. in a study by Rezaian and Nazari Poor (1391) titling competitive advantage on organization intelligence that was done in Knowledge-based companies, and also in another research by Tabarsa and Hatami and Abdali (1391) titling Organizational intelligence relationship and creating knowledge it has been shown that knowledge management which can have the organizational info processor role, will have positive and meaningful role in organizational intelligence so these results are aligned to current study. Between original behavior component and organizational intelligence there is a positive and meaningful relationship. Khodadadi (1387) in a research by title of relationship between organizational intelligence component and organizational culture shows that between organizational culture behavior component and organizational intelligence there is a positive and meaningful relationship. So these results are aligned to current study. In a research by Faghihi (1387) it was shown that organizational communication can have a is a positive and meaningful relationship with organizational intelligence and the results are aligned to current study. After all, we concluded between original leadership style and organizational intelligence in personnel of Kermanshah Emam Reza there is a positive and meaningful relationship; which means that original leadership in university of medical sciences and / or in level of health ministry could be very effective on staff.

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