To Study the Relationship between Organizational Intelligence and the Employee creativity (Case Study: Headquarter Staffs of Iranian Red Crescent Society)

Abd-Al-Rasoul Torabi1, Farzaneh Khalili2 and Mohamdreza Moghadam3

1MA in Business Management-International Business, Department of Management & Economics, Abhar Branch, Islamic Azad University, Abhar, Iran.
2Assistant Professor, Department of Management & Economics, Abhar Branch, Islamic Azad University, Abhar, Iran.
3MA in Business Management-Marketing, Department of Management & Economics, Abhar Branch, Islamic Azad University, Abhar, Iran.

*Correspondence Author: Email: torabi.rasol@gmail.com, Tel: +98-9122642723

ABSTRACT:
This research has been done aimed to study the relationship between organizational intelligence with the employee creativity in headquarters of Iranian Red Crescent Society on 2015. Research methodology is descriptive-survey; research type is applied research; research method is survey; and data collecting method is field. Statistical population of the research included all headquarters staffs of Red Crescent Society whom were 1500 people. Statistical sampling was 306 people and in a random sampling method. It was used questionnaire to collect data. It was used descriptive statistics to describe the state of subjects. Inferential statistics of Pearson correlation and linear regression was used to assess the significance of hypothesis. Findings confirmed a positive and significant relationship between organizational intelligence and its components with the employee creativity.

Key words: Organizational Intelligence, Organizational Creativity, Red Crescent Society, Creativity of Employee

I. INTRODUCTION
Really, immovability and motionless in today's changing world either for an organization or for a country in whatever size will have nothing but inexistence. Today, creativity and innovation is considered not as a necessary but as a condition for the survival of any organization or community and it has been greatly emphasized on educating and obtaining necessary skills to apply this special human talent. Creativity is the main key issue in our society and all developing communities. The organization is a living system. It is necessary for survival to continuously acquire, process, and use data when needed to make appropriate and quick decision. Therefore, it is necessary to measure learning capability, understanding, and logical thinking of an organization to assess and improve its performance [10]. Organizational intelligence is a quantitative criterion for organization efficiency in releasing information, decision-making, and performance.
However, Organization IQ can be measured like human IQ. Smarter organizations can increase their mental power as well as their physical capacity [10]. Creativity is a phenomenon that is deeply formed in human behavior with the world around them. A world that is taking shape in front of us requires that our approaches should be compounded with more creativity than the past [7]. As organizational, creativity means to offer innovative thinking and plan to improve and promote quality and quantity of organization activities such as increasing productivity, enhancing products and services, reducing costs, and offering new and better products and services [5]. Open and change received organization atmosphere provide the conditions for creativity detection.

This is an organizational culture which provide organizational atmosphere and environment to grow or destruct creativity [1].

In the age of information and communication, humans are the greatest assets of any organizations. Many scientists of knowledge management know human capitals as the only sustainable source of competitive advantage for organizations. Due to the nature of the era in which we live, there is very difference between today's organizations and the past one. In this regard, one of management experts Charles Hendi says: "Today's managers are dealing with organizations that have not any similarities to the past organizations. One of the basic characteristics of new organizations is their formation based on learning. Therefore, managers and staffs are constantly learning and obtaining new skills, because the strength of any organization is appropriate with the amount of continuing education of managers and staffs."

Organizational intelligence refers to acquire and obtain knowledge which is occur through using human, computer, and other devices. It focuses on the knowledge related to environment of organization activities (both internal environment and external environment) [14].

Thus, according to the above mentioned, the main question of the research is that what is the relationship between organizational intelligence and the creativity of Headquarters staffs of Iranian Red Crescent Society?

According to above mentioned, the main goals of the research are as follows: 1. study and determine the relationship between organizational intelligence and the creativity of Headquarter staffs of Red Crescent Society, and 2. Offer effective solutions and suggestions to improve the creativity of employee in regard with their awareness of organizational intelligence state.

II. LITERATURE REVIEW

Nasabi (2009) in the research entitled "the relationship between organizational intelligence and the creativity of employees of Shiraz Medical Science University" studied this subject. Findings and results from the research confirmed a positive and significant relationship between organizational intelligence and its components with the creativity so that the creativity would increase or decrease per every increase or decrease in the creativity.

Ebrahimifard (2014) in the research entitled "the relationship between organizational intelligence and the creativity of employee" found a positive and significant relationship between organizational intelligence and its components (strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure) with the creativity.

Radmehr & Momeni (2013) studied the relationship between organizational culture and dimensional of organizational intelligence among employees of Isfahan University in their research. Findings showed that all dimensions of organizational intelligence (shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure) with the exception of strategic vision have a positive and significant relationship with organizational culture.

In addition, the results of organizational culture
A prediction model showed through the components of organizational intelligence that the rate of organizational culture variance explained by the variables of shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure is up to 0.48 but the variables of strategic vision do not predict organizational culture.

Iravanigi (2006) done the research entitled "to study the effects of organizational intelligence on investment in information technology and organization productivity." In the research, it was focused on the importance of using information systems. However, organizational intelligence is the main factor to be studied. In the research, 161 small and medium economical, industrial, and commercial companies in Japan fill the questionnaires. Results showed a significant relationship so that the companies who have higher organizational intelligence, invest more in information technology and have higher levels of productivity [13].

Albrecht (2009) done the research among Australian managers entitled "to study organizational intelligence" in which theoretical framework was designed by the own researcher. It was collected sample theories of Australian managers about their collective intelligence into research. In this study, 200 managers and top managers participated in two meetings in two different cities. Finally, Albrecht stated that Australian managers could reach better understanding and awareness by knowing their degree of organizational intelligence. Furthermore, managers could have a newer look to their organization according to interesting results that were obtained.

Banerjee & Shukla (2012) in the research entitled "the impact of competitive intelligence on the financial performance of Indian industries" studied this subject. Their findings indicated that competitive intelligence has a positive and significant effect on financial performance of companies.

Current research focuses on the relationship between organizational intelligence and the creativity of Headquarter staffs of Iranian Red Crescent Society. Variables such as strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, performance pressure, and the creativity of employee were included in the research.

2.1. Hypothesis
According to literature review, following hypothesis are considered:

The main hypothesis:
H0: There is a significant relationship between organizational intelligence and the creativity of employee.

Subsidiary hypothesis:
H1: There is a significant relationship between strategic vision and the creativity of employee.
H2: There is a significant relationship between shared fate and the creativity of employee.
H3: There is a significant relationship between appetite for change and the creativity of employee.
H4: There is a significant relationship between heart and the creativity of employee.
H5: There is a significant relationship between alignment and congruence and the creativity of employee.
H6: There is a significant relationship between knowledge deployment and the creativity of employee.
H7: There is a significant relationship between performance pressure and the creativity of employee.

Intended variables are included in the conceptual framework which was adapted from Albrecht (2009) as following:
Fig: 1. Conceptual framework of the research
Ref.: Albrecht (2009)

III. METHODOLOGY
Current research is applied research in terms of goal and descriptive-survey research in terms of data collecting. It was used fieldwork to collect data. It was used descriptive statistics to analyze demographics data; it was used inferential statistics, one sample T test, Pearson correlation, and linear regression to analyze specialized data. Statistical population includes all Headquarter staffs of Iranian Red Crescent Society whom were up to 1500 people. Therefore, it was used Cochran limited formula to determine the sample size of which 360 people were selected with a simple random sampling. It was used two standard questionnaires of Albrecht organizational intelligence and Randsip creativity, both which are based on 5-point Likert scale. To obtain required validity in the design and the use of questionnaire, it was first taken place primarily study about the subject. Then, it was completely involved to study this subject and their results. Then, a questionnaire was provided. This suggested questionnaire was submitted to the guidance professor and related exports. After the involvement of their reformed comments, final questionnaire was developed with 96 questions and submitted to the employees. In addition, it was used the Cronbach's Alpha to measure reliability of the questionnaire. Questionnaire is of high reliability because the amount of Cronbach's Alpha of each variable is more than 0.7.

IV. RESULTS
In this section, population distribution was assumed normal based on answers provided by the sample and according to central limit theorem. It was analyzed using one sample t-test, Pearson correlation, and linear regression.

Table: 1. Results of one sample t-test for variables and indexes

<table>
<thead>
<tr>
<th>Factor</th>
<th>P-value</th>
<th>Mean</th>
<th>t</th>
<th>Std. Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic vision</td>
<td>0.000</td>
<td>3.348</td>
<td>9.592</td>
<td>0.636</td>
<td>0.277</td>
<td>0.420</td>
</tr>
<tr>
<td>Shared fate</td>
<td>0.000</td>
<td>3.373</td>
<td>9.969</td>
<td>0.654</td>
<td>0.299</td>
<td>0.446</td>
</tr>
<tr>
<td>Appetite for change</td>
<td>0.000</td>
<td>3.206</td>
<td>5.279</td>
<td>0.683</td>
<td>0.129</td>
<td>0.283</td>
</tr>
<tr>
<td>Heart</td>
<td>0.000</td>
<td>3.256</td>
<td>6.018</td>
<td>0.744</td>
<td>0.172</td>
<td>0.340</td>
</tr>
<tr>
<td>Alignment &amp; congruence</td>
<td>0.000</td>
<td>3.188</td>
<td>4.253</td>
<td>0.744</td>
<td>0.101</td>
<td>0.275</td>
</tr>
</tbody>
</table>
As shown in Table 1, since the significance level is less than 0.05 for all variables, the difference is significant and the resulting difference was not the result of chance or random. The mean of all variables in the table are moderate and slightly favorable.

As shown in table 3, the significance level for all hypotheses was less than 0.05. Thus, H0 is not supported and all research hypotheses are accepted with 99% confidence interval.

Table 2. Results of Pearson correlation test

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Description</th>
<th>Type of test</th>
<th>Pearson correlation</th>
<th>Sig.</th>
<th>Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main</td>
<td>There is a significant relationship between organizational intelligence and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.828</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>1st subsidiary</td>
<td>There is a significant relationship between strategic vision and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.464</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>2nd subsidiary</td>
<td>There is a significant relationship between shared fate and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.513</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>3rd subsidiary</td>
<td>There is a significant relationship between appetite for change and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.251</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>4th subsidiary</td>
<td>There is a significant relationship between heart and the creativity of employee. There is a significant relationship between alignment and congruence and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.726</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>5th subsidiary</td>
<td>There is a significant relationship between knowledge deployment and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.665</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>6th subsidiary</td>
<td>There is a significant relationship between performance pressure and the creativity of employee.</td>
<td>Pearson correlation</td>
<td>0.938</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
<tr>
<td>7th subsidiary</td>
<td></td>
<td></td>
<td>0.670</td>
<td>0.000</td>
<td>Confirmed</td>
</tr>
</tbody>
</table>

It was used linear regression test to better understand the relationship between organizational intelligence, strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure with the creativity of employee. In this regard, organizational intelligence, strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure were considered as independent variables and the creativity of employee as dependent variable so that it can be determined to what extent the creativity of employee is effected by organizational intelligence and its dimensions. The relationship of these variables is shown in table 3. According to
the results, organizational intelligence predicts and explains up to 68.5% of the variance of the creativity of employee.

Table: 3. Results of linear regression test

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Linear regression coefficient</th>
<th>R-squared</th>
<th>Standard error</th>
<th>Beta coefficient</th>
<th>Y-intercept</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational intelligence on the creativity</td>
<td>0.828</td>
<td>0.685</td>
<td>0.408</td>
<td>0.828</td>
<td>1.159</td>
</tr>
<tr>
<td>Strategic vision on the creativity</td>
<td>0.464</td>
<td>0.215</td>
<td>0.644</td>
<td>0.46</td>
<td>1.384</td>
</tr>
<tr>
<td>Shared fate on the creativity</td>
<td>0.513</td>
<td>0.263</td>
<td>0.624</td>
<td>0.513</td>
<td>1.239</td>
</tr>
<tr>
<td>Appetite for change on the creativity</td>
<td>0.251</td>
<td>0.063</td>
<td>0.704</td>
<td>0.251</td>
<td>2.303</td>
</tr>
<tr>
<td>Heart on the creativity</td>
<td>0.726</td>
<td>0.527</td>
<td>0.500</td>
<td>0.726</td>
<td>0.854</td>
</tr>
<tr>
<td>Alignment and congruence on the creativity</td>
<td>0.665</td>
<td>0.442</td>
<td>0.543</td>
<td>0.665</td>
<td>1.169</td>
</tr>
<tr>
<td>Knowledge deployment on the creativity</td>
<td>0.938</td>
<td>0.879</td>
<td>0.253</td>
<td>0.938</td>
<td>-0.008</td>
</tr>
<tr>
<td>Performance pressure on the creativity</td>
<td>0.670</td>
<td>0.449</td>
<td>0.540</td>
<td>0.670</td>
<td>1.159</td>
</tr>
</tbody>
</table>

V. DISCUSSION AND CONCLUSION

The goal of current research was to study the relationship between organizational intelligence and the creativity of Headquarter staffs of Iranian Red Crescent Society. Results showed that organizational intelligence with all its dimensions has a positive and significant relationship with the creativity of employee. According to the results, it can be say that organizational intelligence within dimensions of strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure has a positive and significant relationship with the creativity of employee. It means that the creativity of organization will be increased by reinforcing and enhancing each of these variables. Therefore, Red Crescent Society should try to reinforce these factors for more creativity of employee. Therefore, following suggestions were made based on results, which can effect on the reinforcement of organizational intelligence and make the creativity of employees to be increased:

- Develop strategies and strategic plans and the prospect for key mission and prospects to guide by top managers of Red Crescent and annual review of these programs as well as careful attention in explaining key decisions based on these programs
- Develop regular process to identify, grow, and promote managers and strategic experts and using creative strategies
- Participate employees in activities and learn from each other using group synergy
- Share employees in the programs, main issues, and results of affairs
- Encourage employees to find better way for their work
- Develop required environment to adapt change and new ideas and create settings to support innovation such as new product development teams, proposed programs of employees etc.
- Make employees aware of their effect and success on the organization
- Remove negative emotions such as fear, worry, and irritability of employees and create positive emotions such as excitement and competition in them
- Delegate authority and responsibility to subordinates, formally notify the process of doing work, design information systems and/or review them, precisely determine and explain goals and missions of various segments of the organization.
• Professionally hold formal and continuous training course, provide employees with resources (material, facilities and equipments, enough space), professionally use employees' knowledge and expertise in the organizational positions appropriate with them
• Solve employees' working problems as soon as possible, provide employees with appropriate and regular feedback, fairly remunerate (salaries, bonuses, etc.) based on employees' performance, dismiss unsuccessful managers and appoint managers based on regulations and meritocracy

Results of the research is consistent with results of Soleymaninezhad (2010), Nasabi (2009), Ebrahimifard (2014), and Albrecht (2009).

REFERENCES