



The impact of organizational intelligence and its components on the competitive advantage of all the branches of Khuzestan Sina bank

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Abstract. The present study aims to investigate the impact of organizational intelligence on the acquisition of enterprise competitive advantage in Sina bank branches in Khozestan state. The statistical population of this Survey consist of 220 managers, deputies and senior member of Sina Bank, using tables and Morgan krejcie and a simple random sample of 140 employees. The Tools include organizational intelligence assessment questionnaire (Karl Albrecht) competitive advantage questionnaires (Doctor Mohammad Moghimi). The results of the hypothesis test Show the project is at acceptable level and organizational intelligence has positive and meaningful impact on competitive acquisition advantage.

Keywords: intelligence, organizational intelligence, Commutative advantage

1. INTRODUCTION

In today's world that everything is changing, those will be successful and efficient who have a high IQ and benefit from a high degree of intelligence [1]. Certainly people by using their God given intelligence will be able to overcome their life problems [2]. The same situation occurs in the corporate world. Organizations will be more successful that can create higher IQ and with their optimal management obtain highest productivity of staff and other resources. [3]. in new organizations instead of arm strength, power of the mind is dominant .The efficiency of organizations depends on the ability of intelligence and related factors such as knowledge management, strategic alliances and staff agreements and.... [4]. since Organizations understand that in current competitive environment cannot rely on stable processes to continue their life, they are seeking ways to overcome their problems [3]. In these learning variable conditions to remain competitive and sustain stable competitive advantage ,have to adapt themselves to the changing environment This issue will be important when we accept in each organization in addition to massive human creative mind, Intelligent machine and total organizational intelligence also play important role in the process of organizations performance .{ 6 } According to Karl Albrecht definition, organizational intelligence is an ability that move all organization intellectual power and this thought capability focuses on achieving its goal and mission . In today complex organizations, organizational intelligence is the combination of the two active human intelligence and artificial machine intelligence. That Undoubtedly, managers and organizations in order to maximize and increase the performance of their organization have no way except utilizing this pair.

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The factors such as increased competition, time passing, requirements level change, science and technology advance, current change in market indices, change in the level and type of communication, new challenges and..... are the most important organizational complex contexts. The result of this phenomenon is occurrence of issues and problems which require organization help to be resolved. Exploit resources should lead to flexibility, ease change activity in organizational reactions and field of creativity. For this purpose the skills in organization as organizational resources to achieve performance in line with the vision and mission of the original application should be wisely used.

Today we can say with full confidence that the use of organizational intelligence solutions can increase the organization competitiveness and make it distinct from other organizations. This solution gives other organizations possibility to use available information from the leading competitive advantages [9]. This way provides better understanding of client demands and needs and contact management with them. This solution enables the organization to monitor the positive or negative changes. Leading organizations never talk about organizational resource planning and relationship management with customers andBut they have enterprise approach to business intelligence. There are two main reasons why the industry and organizations are interested in the business intelligence, the first the information age, second the economic issues. In the information age, one who has information has the power. Any organization or company that has this power will be privileged and distinctive at its craft in comparison with its competitors. Getting the right information at the right time is the basis of these Organizations. And Another reason of using organizational intelligence is economy [11] In institution that organizational intelligence is applied, managers can extract and recognize what are organization costs and make decisions to reduce or eliminate them. Anticipate future changes and have a solution to their problem [9]. In order to increase revenues, companies must be in addition to increasing their sales, retaining their current customers [12]. Finally, in addition to The above information characteristics there is other information management for making decision in organizations that Depletion is needed to decide, in the current situation in Respond to the needs of corporate executives and organizations plan deployment of organizational intelligence in the form of companies and organizations, and the use of a powerful tool are the solution for them. Necessity to examine the concept of organizational intelligence which is complete new subject in Iran is the response to the current management situation and demands. Organizations by using organizational Intelligence increases the effectiveness use of information in line with its goals and information from operating states by using layering executive for managers use to be developed. Today banking industry strongly is effected by new technology and methods followed by Iranian banks are carrying out activities greatly using new technology, ideas and information. Recently their investment area, to remain in competitive environment is sharply increased. Its increased application of this technology is seen as a positive step for activities. This application with organizational intelligence approach is a powerful factor which plays important roles in developing and implementing organizational strategies. The powerful factor that If has special competence in guiding skills within the organization, can be defined as a competitive advantage. The competitive advantage is type of strength point that is unique to an organization or a small portion of the competition. If this feature be in this way so that in environment, the market is more competitive and viable and is not easily imitated by other competitors, in which case there will be change to a stable competitive advantage and if organizational intelligence is able to solve origination problem s

it can be as powerful factor or privilege changes to competitive advantage and increases an organization's competitiveness power.

In Sina bank also in order to follow the rapid changes in competition field, review of organizational intelligence is a new matter of necessity. But no research has been conducted to assess the impact of organizational intelligence acquisition of competitive advantage; therefore the necessity of such research is quite clear and obvious.

According to what was stated, the following assumptions can be considered:

The first hypothesis: There is the relation between the organizational intelligence and its components with competitive advantage acquisition in Sina bank. The second hypothesis: Organizational Intelligence has a positive and meaningful impact on the competitive advantage acquisition in Sina bank.

2. RESEARCH METHODOLOGY

This present study has practical target and describes conditions or evaluates phenomenon and states variables effects. In terms of data collection is descriptive correlational research. The statistical population of the research staff consist of 220 khozestan Sina bank branches' personnel who have associated degree (Advanced Diploma) and higher education, using simple random sampling table and Morgan krejcie 140 Experts and high-ranking posts Branch (Branch Chief, Deputy Branch, heads of departments) are selected as examples. The data collection tool in this Research is Questionnaires. Organizational intelligence questions were designed for the first time in 2003 by Karl Albrecht. This research questionnaire were used by Doctor Fahimeh Babolhavaeji and her colleagues in "organizational intelligence Measurement of Astan Quds Razavi Mashhad University Library staff" and its realities were calculated by kronbakh Alpha calculation of 0/976. Competitive advantage questionnaires' is employed standard competitive advantage which has a desirable level. The calculation results of Cronbach's alpha for organizational intelligence shows, 0/976 confidence coefficient. This ratio indicates this tool high ratability.

3. DATA ANALYSIS

In this study, about 69 percent of the respondents were male, and 31 percent of them are women. 5% of respondents were office heads, 6 percent Branch Assistants, 22 percent the branch heads circle and 66 percent were employees.. About 18 percent of respondents were in the age group 25 to 35 years, 51 Percent of respondents were in the age group 36 to 45 years, and 30 percent of respondents in the age group 45 years and above it. About 14% of respondents had an associate degree, 61% had a college education at the undergraduate level (bachelor Degree), and 24% had a university education in graduate school (Master Degree). About 19 percent of respondents had less than 5 years' work experience, 35% between 5 to 15 years, about 18 percent between 16-25 years and 27 percent are over 25 years of service.

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For considering research and other analysis normal and non-normal distribution of the data must first be identified. In this study, to investigate normal and non-normal distribution of the data, Kolmogorov test is applied. The results of this test are shown in Table 1. Because obtained Sig for variable data is greater than 0/05. Therefore, we can conclude variables data distribution is normal.

Table 1. One-Sample Kolmogorov-Smirnov Test.

One-Sample Kolmogorov-Smirnov Test			
		Competitive advantage	Organizational intelligence
Kolmogorov-Smirnov Z	.998		.597
Asymp. Sig. (2-tailed)	.272		.858
Normal data distribution			

Therefore, to examine the relationship between organizational intelligence and its components Pearson correlation test were used to gain competitive advantage. The results of the test, SPSS correlation between variables in Table 2, the output of statistical software has been presented.

Table 2. Correlation Matrix between Research Variables.

	Strategic Prospects	Mutual Destiny	Desire to change	Spirit	Unity and Agreement	Knowledge Usage	Performance Pressure	Practical	Renovation	Quality	Learning
Strategic Prospects	1										
Mutual Destiny	**0/766	1									
Desire to change	**0/766	**0/826	1								
Spirit	**0/735	**0/793	**0/846	1							
Unity and Agreement	**0/756	**0/908	**0/927	**0/815	1						
Knowledge Usage	**0/969	**0/855	**0/795	**0/756	**0/780	1					
Performance Pressure	**0/497	**0/518	**0/565	**0/643	**0/510	**0/523	1				
Practical	**0/488	**0/468	**0/548	**0/595	**0/460	**0/513	**0/756	1			
Renovation	**0/541	**0/475	**0/469	**0/558	**0/421	**0/547	**0/650	**0/728	1		
Quality	**0/331	**0/380	**0/502	**0/539	**0/370	**0/368	**0/755	**0/572	**0/390	1	
Learning	**0/321	**0/301	**0/351	**0/440	**0/272	**0/332	**0/702	**0/550	**0/452	**0/668	1

Also it was hoped that in this research the following matter will be reviewed:

Organizational Intelligence has a meaningful impact on competitive advantage in Sina Bank Branches. Therefore zero hypothesis and research hypothesis have designed as below:

$$\begin{cases} H_0: \mu_e = \mu_r \\ H_1: \mu_e \neq \mu_r \end{cases}$$

In executing structural equation model for testing this hypothesis, first the exit point of software show the suitability of model on its effects ($\chi^2/df=2/01$), in another word, the observed data are partly similar to research comprehension model. (Graph, no1)

The results of structural model while estimating the standard show the effect of organizational intelligence on competitive advantage.

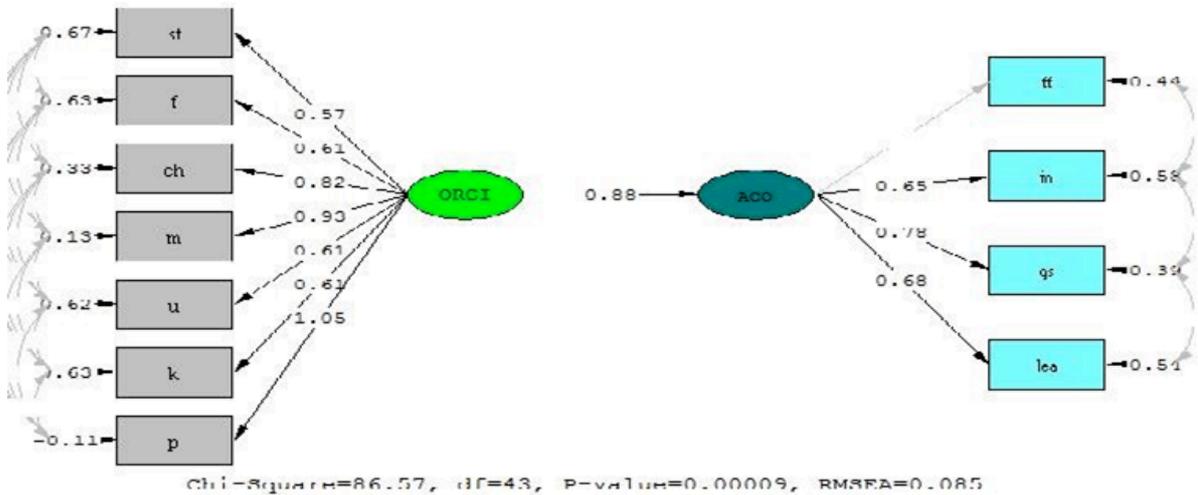


Diagram 1. Structural Research Model for examining Hypothesis in calculating standard

- Normed Fit Index (NFI) = 0.97
- Non-Normed Fit Index (NNFI) = 0.98
- Parsimony Normed Fit Index (PNFI) = 0.76
- Comparative Fit Index (CFI) = 0.98
- Incremental Fit Index (IFI) = 0.98
- Relative Fit Index (RFI) = 0.96

Diagram 2, shows the meaningfulness of organizational intelligence construction model's received coefficients and parameters in competitive advantage. As you can see, there is a significant coefficient between organizational intelligence and competitive advantage, around $9/59$ ($t=9/95 > 1/96$). Therefore, structural model shows that organizational intelligence has a positive effect on competitive advantage in Sina Bank Branches of Khozestan.

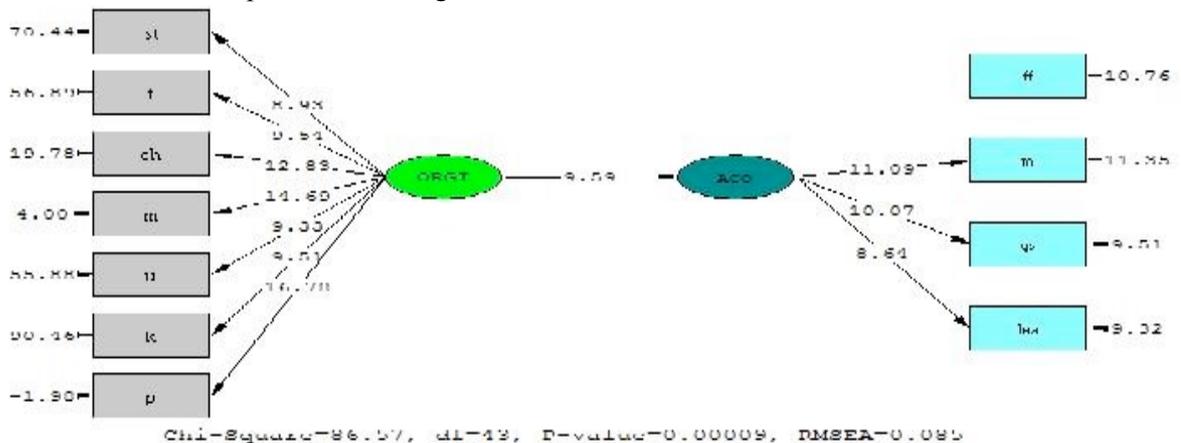


Diagram2. Coefficient model meaningful numbers of structural research for testing the hypothesis

4. CONCLUSION

The results of this research show that organizational intelligence has a meaningful and positive relation with competitive advantage components and in other hand organizational intelligence helps to achieve competitive advantage. For explaining this concept, we can say that organizational intelligence identifies the strong and weak points of organizations by evaluating their level of intelligence and then offers strategies to improve organizational intelligence and eventually enhance the company's performance base on acquired data. In other hand, organizational intelligence theory by evaluating the level of organizational intelligence seeks to identify the abilities and disabilities of companies and offer ways to improve their performance. By reviewing the organizational intelligence components, we can evaluate the organization's intelligence level which means the compatibility level with environment, prospects, learning and knowledge usage, organizational structure, spirit, information and communication technology and organization history by focusing on abilities and creating program to reduce the weaknesses and enhance its effectiveness among organizations. [9] The researches show that using organizational intelligence can increase competitiveness among organizations. The necessity of studying organizational intelligence which is new field in Iran, is the answer to current situation and managers demands. Organizations by using organizational intelligence, increase the effectiveness of using information base on their purposes and information develops from operational to executive level of management [13].

Organizations that use organizational intelligence tools for competitive advantage, have more activity, compatibility, intelligence and have considerable ability to confront the inside and outside complexities. Therefore, in crisis and competitive field, they react wisely and have high level of success. Because the complexities among organizations sometimes create problems and crisis, planning and executing intelligence reaction is necessary. This reaction must be based on enough information and it should use company's complete abilities. For this reason, organizational intelligence apart from approach and observational concepts can be considered as powerful tool. This way, along with enhancing organization compatibility with environment, the considerable amount of abilities will be created in group and the success coefficient increases [10]. The test of this hypothesis has alignment with other researches. [1, 5, 6, 7, 11]

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