



## The Relationship between Organizational Intelligence and Knowledge Management and Their Impact on Organizational Agility

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**Abstract.** The present study aimed to evaluate the relationship between organizational intelligence and knowledge management and their impact on organizational agility among the employees of national south oilfield Company. The present study was applied in terms of purpose and correlation-causal (ex post facto) in terms of methodology. Also, it is descriptive-survey in terms of data collection. The study population is 420 experts of south oilfields in Ahvaz with Degree of MA or above. The sample study is selected by Krejcie and Morgan table and simple random sampling method as 201 experts. To evaluate the study variables, organizational intelligence, knowledge management and organizational agility questionnaires are used. 201 questionnaires are distributed and 200 valid questionnaires were collected. The reliability (Cronbach's alpha) and validity (content and construct validity by factor analysis) were verified by the mentioned questionnaires in this study. The fitness of hypotheses by one-sample t-test and Pearson correlation coefficient supports the study hypotheses. There is a significant relationship between organizational intelligence and organizational agility, organizational intelligence and knowledge management and also between knowledge management and organizational agility. The moderating role of knowledge management in organizational intelligence and organizational agility relation is supported. The other results of the study showed that in terms of organizational intelligence, knowledge management and organizational agility among the employees with various age groups and various work experiences, there is no significant difference.

**Keywords:** Organizational intelligence, Knowledge management and organizational agility

### 1. INTRODUCTION

In knowledge based era, knowledge is raised as a key for organizational competitions and new organizations (Kafchehi et al., 2013). Today, progress of technology and formation of new needs of organizations is complex and their management is harder. One of these organizations is knowledge-based ones as encountered with new changes in economic, social, technology, cultural and political environments. The survival and performance of an organization requires facilitation and development of knowledge. The managers should consider the design of organizational intelligence and intelligent empowerments as learning, communication and knowledge management (Hashemi et al., 2010). By this trend, a relatively new concept is raised in organization theory with organizational intelligence.

Albrecht (2003) states that organizational intelligence is the ability motivating all thought ability of an organization and this thought ability focuses on achieving mission (Ahmadi, 2008). Organizational intelligence is the ability of an organization as a total to increase information, innovation and general knowledge and the effective action is creating knowledge (Liebowitz, 2000). Knowledge is the food of learning organization (Markowat, 1996). The intelligent systems should easily apply knowledge management as knowledge management helps the creation of organizational intelligence (Erfani et al., 2010). The results of study show that there

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is a close relation between knowledge management and organizational intelligence. In other words, knowledge management is one of the components of organizational intelligence (Taheri Lari, 2010).

Stonhouse & pemberton (1999) believe that an intelligent organization attempts for effective management of its knowledge. The culture, structure and infrastructures should provide the environment leading to individual development and learning organizational processes (Erfani and Jafari, 2010).

In learning organization, the emphasis is on knowledge and the main duty of management in information era is creating required capacities for continuous learning. The systems of supporting learning are inseparable parts of attempts of knowledge management and knowledge management and some of its activities lead to the increase of organizational learning and competitive advantage is created for organization (Carnio, 2005).

Sovan et al., (1999) stated that knowledge management is any process or production, achieving, storage, knowledge sharing and knowledge application in the entire organization to improve learning and organization performance (Vaezi and Motevali Habibi, 2006). Knowledge management based on Newman model includes four dimensions of knowledge creation, knowledge storing, transfer and knowledge application (Stifayi, 2014). In other words, knowledge management refers to capacity of an organization to collect data, innovativeness and knowledge production and effective action based on the knowledge being produced. Organizational intelligence is inherent capacity of knowledge in organization. This capacity forms success bases in creating rapid change with competitive environment of knowledge-based organization. On the other hand, an intelligent organization is the learning organization being successful in production, acquiring and interpretation of knowledge and reforming behavior to reflect knowledge and new information (Mokhtaripouri, 2011).

It should be considered that the current companies are encountered with the challenges associated to organizational learning and we can refer to the shortage of skills, increasing knowledge in two or three years, global competition with the strongest companies and organizations all over the world, renovation of organizations, new comprehensive progress and advanced technology and complexity of the need of organizations to be consistent with change. Despite the challenges of current organizations, considering organizational intelligence to improve performance and growth via improving strategic out lookinghhhhh7 gtttt6, Common fate, tendency to change, mood, unity and performing, Applying the knowledge, Pressure of the performance as the dimensions of organizational intelligence are necessary.

William (2006) believes that organizational intelligence is the capacity of an organization for knowledge creation and using its strategy for coordination and adaptability with surrounding environment. According to Yolles (2005), the idea and concept of organizational intelligence includes other partial paradigms as organizational learning and knowledge management (Jamalzade et al., 2009). The researches show that there is an association between organizational intelligence and learning process (Khorshidi and Pashazade, 2012). On the other hand, knowledge management has close relation with organizational learning and we can say knowledge management is a tool to support a learning organization (Noruzian, 2008). According to the researches, there is a significant association between knowledge management and organizational intelligence (Keivanara et al., 2011).

Jarvinen (2004) found that we can apply learning mechanisms for organization improvement and development. Lee & Choi and Thomas achieved similar results. Regarding common fate and unity and agreement, the results were supported as referring to the increasing of organizational learning. The positive and significant results are reported regarding transfer and application of knowledge (Daibela, Newice and Gold, 1996). Regarding team learning ,

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negotiation of people and work teams and their meetings can be ideal gatherings for sharing ideas and knowledge transfer (Lee, Slowkam, Pitc, 1999; Barton, 1992, Gohen and Newas, Gold, 1990).

In an interview with the experts of national south oilfield Company (Ahvaz staff unit), the evidences showed that effectiveness of Company was dependent upon the intelligence ability of Company and some factors as unity and agreement of employees, organizational knowledge, strategic management and etc. Despite knowledge based and meritocracy in this Company, the employees are involved in information sharing and are cautious in knowledge dissemination. This reduces learning in organization. This problem caused that the researcher investigates the relationship between spiritual intelligence and knowledge management and its impact on organizational learning in this Company scientifically and by presenting structural model based on assumptive relations and based on the results of test and approval of relations, the required solutions are presented to solve the problem of this Company. Thus, this study attempts to respond this question that whether knowledge management and organizational intelligence can be effective on organizational learning? Is organizational intelligence effective on organizational learning with moderating knowledge management? SO the aims of this study were to investigate:

- ✓ The impact of organizational intelligence on organizational learning in national south oilfield Company of Ahvaz
- ✓ The impact of knowledge management on organizational learning in national south oilfield Company of Ahvaz
- ✓ The impact of organizational intelligence on knowledge management in national south oilfield Company of Ahvaz
- ✓ The impact of organizational intelligence on organizational learning with moderation of knowledge management in national south oilfield Company of Ahvaz

## 2. THEORETICAL FRAMEWORK

The idea and concept of organizational intelligence is important as it includes other partial paradigms as organizational agility and knowledge management. As a child intelligence was very important in Piaget era. The metaphors making collective intelligence ideas as applied are important. The investigation of unsuitable structures and collective processes is only a part of the need to the development of organizational intelligence. The main focus of organizational intelligence is on knowledge but includes extra field. The definition of an important person, an individual or a group gathering in an intelligent organization is as: Intelligence is seriously associated with a person or set of people in distinguishing the features of cultural knowledge namely in distinguishing, associating, manipulation and effective and efficient use of the knowledge in variety of emerging environments (yolles, 2005). ]Knowledge management is introduced as the process by which the organizations can convert data to information and information to knowledge and can apply acquired knowledge as effectively in their decisions. Regarding the knowledge management cycle in organizations, various processes are defined in which knowledge sharing is explained an effective step. Knowledge cycle includes four stages:

Knowledge sharing: All the activities of transfer or distribution of knowledge from one person or organization to person, group or another organization are called knowledge sharing.

Knowledge creation: It includes the activities regarding changing and re-combination of existing parts of knowledge, restriction of shortcomings, improving research and development of capabilities, monitoring and control of external environments of organization.

Knowledge storage: It refers to explicit and tacit knowledge as absorbed and documented.

Knowledge application: To be sure that valuable skills and knowledge asset are used fully (Lee, 2001).

To overcome the uncertainty in agile organizations, we need adaptable strategies to use tools of knowledge management (Becker, 2001). Knowledge as the most important competitive aspect enables the organization to be productive and be released from competitive products and services. One of the bases of increasing knowledge management productivity is effective agility. As Perez Bustamante (1999) considered a series of knowledge-based activities effective as having a strong innovation culture and environments of knowledge sharing as the main features of knowledge management in innovation and agility of organizations (Hataminasab, 2011).

Dynamics of organizational knowledge is the mechanism explaining organizational agility and its evolution and it indicates the survival of an organization in a competitive environment. In information era, mind ability is superior to body power. Using solutions of learning organizations and organizational intelligence enables the organizations to apply the existing information and competitive advantages and proactiveness. In general concept, it is natural that intelligence leads to one's better learning and in its specific concept, organization intelligence and awareness from surrounding changes provide much learning of organization (Khorshidi and Pashazade, 2012).

The organizational intelligence as the element effective on knowledge creation has received much attention in recent studies including Akgon (2004), Potas et al., (2010) and Erçetin (2007). It is the ability of organization to use people knowledge to coordinate effective strategies and techniques on reaction to the sudden changes of market. Although the importance of knowledge creation is clear for all institutions, there are limited methods for knowledge creation (UN & Cuervo, 2004). Some people consider intuition as the factor of knowledge creation and others as Argot et al., consider investment in human capital, rewards, motivations, experiences and network as important. However, today some experts should support free knowledge flow via norms for knowledge creation and organizational intelligence and establish balance between transferring sensitive information and achieving information in important areas. Also, they should support ideas, inventions and divergent questions and motivate them (Tabarsa et al., 2012).

Based on the review of literature, it was shown that there was an association between organizational intelligence and knowledge management with organizational agility. As it was said, organizational intelligence and knowledge management in case of exact implementation helps organizational agility in national south oilfield Company (Ahvaz). After the study of theoretical basics and presented models and review of literature regarding study variables inside and outside the country, in a general investigation, the theoretical framework of study as Figure 1 is formulated.

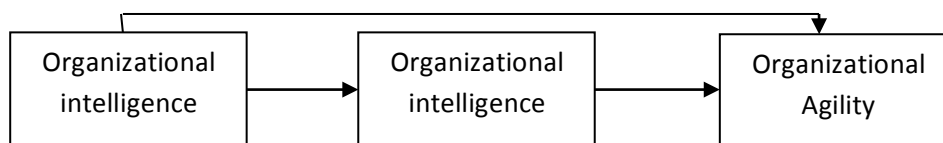


Figure 1. The Conceptual Model

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## 3. HYPOTHESES

H1: There is a significant association between organizational intelligence and knowledge management in national south oilfield Company of Ahvaz staffs unit.

H2: There is a significant association between organizational management and organizational agility in national south oilfield Company of Ahvaz staffs unit.

H3: There is a significant association between organizational intelligence and organizational agility in national south oilfield Company of Ahvaz staffs unit.

H4: There is a significant association between organizational intelligence with moderation of knowledge management and organizational agility in national south oilfield Company of Ahvaz staffs unit.

## 4. RESEARCH METHOD

The present study is applied in terms of purpose, correlation-causal in terms of method and descriptive-survey in terms of data collection. National south oilfield Company –Ahvaz staffs unit is selected as study area. The study population was 420 experts of national south oilfield company of Ahvaz staffs unit with MA and above degree.

The study sample was selected by Krejcie and Morgan (1970) and simple random sampling method as 201 experts. To assess the study variables, organizational intelligence, knowledge management and organizational agility questionnaires are used. 201 questionnaires are distributed and 200 valid questionnaires are collected. The reliability (Cronbach's alpha) and validity (content and construct by factor analysis) are verified by the mentioned questionnaires in this study.

To achieve the moderating role of knowledge management in evaluation of the impact of organizational intelligence and organization agility, Baron & Kenny (1986) method is used as follows:

- 1) The investigation of the direct impact of initial exogenous variable on endogenous variable
- 2) The investigation of the impact of exogenous variable on moderating variable
- 3) The investigation of the impact of moderating variable on endogenous with control of exogenous variable
- 4) The investigation of the reduction of regression coefficient from stage 1 to 3. In this step, the prediction value of exogenous variable from stage 1 to 3 is investigated.

## 5. MEASUREMENTS

Organizational intelligence questionnaire of Albrecht (2003) is applied to evaluate organizational intelligence. This questionnaire consists of 49 Items and its face validity by Satari Qahfarkhi (2006) is verified by management experts. The reliability coefficient (Cronbach's alpha) of this questionnaire is calculated by pre-distribution of 30 people as 0.83. The validity of this instrument is verified. In other words, the results verify the internal consistency of questionnaire. The results of calculation of Cronbach's alpha for organizational intelligence is 0.96, organization strategy indices 0.73, Common fate 0.78, Applying the knowledge 0.81, unity and performing 0.79, tendency to change 0.83, mood 0.82, Pressure of the performance 0.81 and these coefficients show high reliability of this instrument. Also, in this

study, content validity and factor validity of organizational intelligence evaluation are evaluated. The content validity of this questionnaire is verified by supervisors and advisors and some experts as lecturers and MA students of management. Factor analysis was used to assess construct validity. The factor analysis by path analysis is verified regarding known factors.

The questionnaire of knowledge management of Newman and Conrad (1999) was used with 25 items. The reliability coefficient (Cronbach’s alpha) of this questionnaire is calculated by pre-distribution 30 people as 0.93. The validity of this instrument is also verified.

The results of calculation of Cronbach’s alpha for knowledge creation is 0.82, knowledge sharing 0.85, knowledge application 0.80, knowledge application 0.818, knowledge storage 0.82 and knowledge management 0.94 and these coefficients show high reliability of this instrument.

To evaluate organizational agility, the questionnaire of Sharifi and Zhang (1999) was used with 16 items. The reliability and content and factor validity are also verified. In other words, the results verify the internal validity of questionnaire.

To determine the reliability of organizational agility questionnaire, Cronbach’s alpha method is used. The results of calculation of Cronbach’s alpha for responsiveness is 0.73, competence 0.71, flexibility 0.72, speed 0.74 and organizational agility 0.91 and these coefficients show high reliability of this instrument. The distribution of statistical sample is investigated via distribution consistency of Kolmogorov–Smirnov test. The results showed that there is no reason to reject this claim as the required distribution is normal.

**Table 1.** The results of Pearson correlation test of main first hypothesis.

Index Variable	Pearson correlation (r)	Coefficient of determination (r <sup>2</sup> )	Significance level (sig)
Organizational intelligence and knowledge management	0.87	0.76	0.00

As shown in Table 1, correlation coefficient (0.875) between organizational intelligence and knowledge management indicates relatively strong correlation between these two variables. The coefficient of determination (0.765) indicates that of this correlation (0.87), 76% of knowledge management is explained by organizational intelligence. Thus, the first hypothesis is supported with 99% confidence interval: Organizational intelligence and knowledge management has significant relationship in south oilfield Company of Ahvaz staffs unit.

**Table 2.** The results of Pearson correlation test between knowledge management and organizational agility.

Index Variable	Pearson correlation (r)	Coefficient of determination (r <sup>2</sup> )	Significance level (sig)
knowledge management and organizational agility	0.86	0.75	0.00

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As shown in Table 2, correlation coefficient (0.868) between knowledge management and organizational agility indicates relatively high correlation between these two variables and coefficient of determination (0.754) indicates that of this correlation (0.87), 75% of organizational agility are explained via knowledge management.

Thus, second hypothesis of study is verified by confidence interval 99%: Knowledge management and organizational agility has significant association in south oilfield Company of Ahvaz staffs unit.

**Table 3.** The results of Pearson correlation test between organizational intelligence and organizational agility.

Index Variable	Pearson correlation (r)	Coefficient of determination (r <sup>2</sup> )	Significance level (sig)
Organizational intelligence and organizational agility	0.8	0.75	0.00

As shown in Table 3, correlation coefficient (0.870) between organizational intelligence and organizational agility indicates relatively strong correlation between these two variables and coefficient of determination (0.757) indicates that of this correlation (0.87), 76% of organizational agility are explained via organizational intelligence.

Thus, third hypothesis of study was supported. Organizational intelligence and organizational agility have significant association in south oilfield Company of Ahvaz staff unit.

**Table 4.** Pearson correlation between study variables.

		Knowledge management	Organizational intelligence	Organizational agility
Knowledge management	Pearson	1		
	Significance level			
Organizational intelligence	Pearson	0.87	1	
	Significance level			
Organizational agility	Pearson	0.86	0.87	1
	Significance level			

Table 4 shows the results of four described steps by Baron & Kenny (1986) to predict the moderating role of knowledge management for organizational intelligence and organizational agility by concurrent hierarchy multiple regression method.

Thus, first Beta value of organizational intelligence is computed via agility. In the first step, organizational intelligence entered regression equation as predictor of organizational agility and significance of achieved Beta ( $\beta=0.870$ ,  $T=24.85$ ) showed that organizational intelligence was

significant predictor of organizational agility and predicted 87% of organizational agility variance. Organizational intelligence predicts organizational agility as directly and positively.

**Table 5.** The prediction of organizational agility based on organizational intelligence.

step	The variables in each rank	Non-standardized coefficients			Standardized coefficients
		Intercept	B	Standard error	Beta coefficient
1	Organizational agility via organizational intelligence	0.46	0.85	0.34	0.87

In the second step, the role of organizational intelligence in prediction of knowledge management was investigated. Based on the significance of beta coefficient ( $T=25.41\beta=0.875$ ), we can say the second criterion is its moderating role and organizational intelligence predicts 87% of knowledge management variance. Organizational intelligence predicts knowledge management directly and positively.

**Table 6.** The prediction of knowledge management based on organizational intelligence.

step	The variables in each rank	Non-standardized coefficients			Standardized coefficients	t	Significance level
1	Knowledge management via organizational intelligence	Intercept	B	Standard error	Beta coefficient	0.25	0.00
		0.33	0.88	0.35	0.87		

In the third step, concurrent regression of organizational intelligence and knowledge management on organization agility is investigated. The aim of this stage is determining moderating role of knowledge management. Based on the significance of beta coefficients between organizational intelligence and organizational agility ( $\beta=0.47, t=7.27$ ) and between knowledge management and organizational agility ( $\beta=0.46, t=7.05$ ), we can say the third criterion is mediating role. As shown in Chart 6, knowledge management and organizational intelligence predict organizational agility significantly.

**Table 7.** The prediction of organizational agility based on organizational intelligence and knowledge management

step	The variables in each rank	Non-standardized coefficients			Standardized coefficients	t	Significance level
Third	Organizational agility via organizational intelligence	Intercept	B	Standard error	Beta coefficient		
	Knowledge management via organizational intelligence	0.316	0.46	0.64	0.47	7.27	0.00
			0.44	0.63	0.45	7.05	0.00

In the fourth step, the coefficients of organizational intelligence on organization agility from step one to step three are compared and it is shown that the regression coefficients of organizational intelligence in the third step are reduced compared to the first stage.

**Table 8.** The direct and indirect effects of variables on each other.

	Direct effect	Indirect effect
Organizational intelligence via organizational agility	0.47	$0.46 \times 0.87 = 0.40$

**6. DISCUSSION AND CONCLUSION**



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There is a significant association between organizational intelligence and knowledge management in national south oilfield Company of Ahvaz staff unit. The study findings show the support of first hypothesis with correlation coefficient 0.875 and significance level 0.01. It can be said that organizational intelligence as organization strategies and outlook, awareness of employees of mission, organization plans, flexibility and adaptability of organization can be with environmental changes, etc., creation and acquisition and application of knowledge. When the organization purposes and outlook are expressed clearly for employees and they can be participated in regulating the strategies and delegating the idea creation is done continuously and an individual can attempt in sharing knowledge, creativity and innovation and organization can monitor external organizational knowledge and development of internal organizational knowledge. The results of this study support the previous studies in this field. For example, Kashef et al., (2009) emphasized on the fact that the relationship between subsystem of knowledge management and organizational intelligence is significant and considering them is necessary for more application and achieving goals in offices. Keivan ara et al., (2011) in the study found that most of organizations apply knowledge management to own the intellectual assets of employees. The main point of knowledge management issue is as there are various types of knowledge about clients, processes, products and services in all levels of organization. If this knowledge is owned and transferred, the effectiveness of organizations is increased and dynamics and growth and increasing performance can be improved by organizational intelligence. Tabarsa et al., (2012) stated that functions of knowledge management and organization strategy should support each other. The tendency to common fate among people improves intergroup interactions and the people think that their fate is overlapped, attempt to transfer knowledge among each other and the people with tendency to change accept the challenges and can renovate business plan as an experience for learning new ways of success. The familiarity of the employees with strategic plans and planning to fulfill the organizational intelligence dimensions can improve knowledge creation processes. Herschel and Jones (2005) stated that organizational intelligence is an important part of knowledge management and plays important role in improvement of knowledge management. Organizational intelligence leads to improvement of knowledge management. Organizational intelligence is focused on explicit knowledge. The relationship between organizational intelligence and knowledge management can improve learning, decision making and organizational perception. Yaghubi et al., (2011) showed that information systems can facilitate knowledge acquisition and knowledge distribution and the organizational knowledge and ideas can be distributed in all levels and knowledge sharing and learning can be improved in organization. Master (2001) stated that organizational intelligence is organizational facilitator to increase information, innovation and general knowledge and effective performance based on knowledge (Kuhandel et al., 2013). Kuhandel et al., (2013) emphasized on the fact that organizational intelligence and knowledge can make decision making in the world competitive and diverse and high value of information and experiences can increase reaction to environmental changes. The application of knowledge management with IT, culture, structure and motivation is the success criterion for organizational intelligence.

The results showed that knowledge management and organizational agility has significant relation in national south oilfield Company of Ahvaz staffs unit. The findings of study showed the support of second sub-hypothesis with path coefficient 0.868 and significance level 0.01. We can say that knowledge documentation in organizations, suitable storage of knowledge, holding sessions and seminars and using knowledge in decisions can lead to organizational agility.

The results of study supported the previous studies in this field. For example, Qorbanizade et al., (2011) emphasized on the fact that as employees, knowledge and their skill are main capitals of each organization, we can say that in creation of agile organization, the knowledge-based

employees play the important role. In addition, providing a good ground for the activity of knowledge-based employees plays important role in failure or success of an agile organization. Thus, the managers of organizations by better understanding of knowledge management and agility relation besides reduction of costs of creation and sharing and distribution of knowledge create an agile organization rapidly. Knowledge-based employees can form internal organizational and interorganizational virtual teams to respond the environmental changes. Entrepreneurship culture as the necessity of achieving agility can motivate free flow of information and ideas and the international organizations by IT can achieve agility (Mohammadi and Amiri, 2012). Qanbari et al., (2014) emphasized on the fact that research in agility by emphasis on knowledge and knowledge management can create big step in agility and high performance of employees and improvement of process and infrastructural factors of knowledge management can increase organizational agility. Yaghubi et al., (2011) stated that knowledge, information and employees can lead to organization success and ability in using ICT and the change to knowledge management and achieving useful skills can be with experiences and improvement of human resources in terms of training organizational agility. Salavati and Reshadat (2014) emphasized that knowledge management was associated with organizational agility and by increasing knowledge management, organizational agility was increased. The results showed that organizational intelligence and organizational agility had significant association in national south oilfield Company of Ahvaz staff unit. The study findings showed that support of third hypothesis with impact coefficient 0.870 and significance level 0.01. We can say that improving organizational intelligence can provide the responsiveness and flexibility of organization. The results of the study supported the previous studies in this field. For example, the studies by Bagherzade and Dibavar (2010) emphasized on the fact that the requirement of an agile and pioneer organization is the tendency to change among the members and having common aim that by unity and agreement and using modern knowledge can attempt for high performance and make the organization improved and agile. Sohrabi et al., (2014) showed that making the employees aware of the mission of organization is an effective step to affect motivation of employees for effective performance in intelligent organization. Organizational intelligence predicts agility. Pourkiani and Hojeinipour (2013) stated that the components of organizational intelligence can improve organization agility and knowledge application and updating knowledge and using data and information effectively can increase agility. Mahmoodi and Asgari (2013) showed that by increasing organizational intelligence, organizational agility is increased. Chen (2012) stated that flexibility of IT can lead to organization agility. Information systems as intelligent systems have strategic value and organizational agility can lead to competitive advantage. Mehran and Samadi (2014) showed that in agile organizations we can easily have access to the people tending to change, enjoying common goals and unity and accepting consistency and knowledge application and those who consider knowledge for high performance and all these factors improve organization agility. Based on the results, we can say improving organizational intelligence and knowledge management can improve organization agility. The organizations by using their capacity in knowledge creation and using it to adapt with environment or market from strategic terms and using all mind force (human and non-human) and the focus on brain force on mission can create knowledge-based environment to improve knowledge sharing culture and using knowledge. Also, this provides infrastructures of team work and participation and management layers are reduced and using ICT by following knowledge and knowledge management can be improved and by increasing progress sin technology, knowledge and information, the employees and managers are obliged for updating. As the result of these factors is knowledge-based employees, the speed of presenting services and responsiveness are increased and new business and new activities can be provided.

As there is no other information in this regard, we can not compare the information of this study with other studies and to clarify the issue and considering this discussion we can compare the findings of this study with the results extended separately regarding each impact path (in hypothesis 1-2-3) by theorists of this field of management sciences. Thus, the results of study

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are consistent with the studies of Qorbanizade et al., (2011), Qambari et al., (2014), Yaghubi et al., (2011), Salavati and Reshadat (2014), Sohrabi et al., (2014), Bagherzade and Dibavar (2010), Pourkiani and Hojeinipour (2013), Mahmoodi and Asgari (2013), Chen (2012), Mehran and Samadi (2014).

### 7. CONCLUSION

The general result of study showed that there was a significant association between organizational intelligence and organizational agility, organizational intelligence and knowledge management and also between knowledge management and organizational agility and the moderating role of knowledge management regarding organizational intelligence and organizational agility is supported. The other results of study showed that in terms of evaluation of organizational intelligence, knowledge management and organizational agility between the employees with different age groups and experiences, there was no significant difference. Thus, strategic outlook, common fate, tendency to change, consistency, etc., creation and sharing and application of knowledge can be facilitated and an agile work space is created. Thus, it is proposed that managers improve organizational intelligence and knowledge management to make agility easier.

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