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The Explanation of the Role of Organizational Intelligence and Organizational Agility in the Formation of Goal Oriented Commitment

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Abstract

The main purpose of this study was the explanation of the role of organizational Intelligence and organizational agility in the formation of goal oriented commitment. The population was 311 employees of Social Security Hospital in Ardabil. We determined the amount of the sample size using Cochran sampling method when the statistical sample is 172 of these employees which have been selected through the simple random sampling method. To gathering of data, we used questionnaire with 40 items. In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. Also, we used Kolmogorov-Smirnov and Durbin Watson Tests to normality of test data. And to test the hypothesis of the research we used Pearson Correlation and liner Multi-Regression. Findings show that organizational Intelligence and organizational agility have a positive relationship with goal oriented commitment at Social Security Hospital.

Keywords: Organizational Agility, Organizational Intelligence, Goal Oriented Commitment

Introduction

The major finding emanating from the widespread research on goal setting is that difficult and specific goals lead to higher levels of performance than do easy or vague goals (Locke, Shaw, Saari, & Latham, 1981). Commitment to difficult goals should also be distinguished from acceptance of difficult goals, which merely refers to the initial use of a goal assigned by another person as a referent. Goal acceptance does not necessarily imply that the individual is bound to the standard. The present review deals conceptually with goal commitment because commitment is more critical for predicting performance. For example, one can initially accept a difficult goal and yet not demonstrate subsequent commitment to that goal over time. If commitment is a necessary condition, then the effect of goal difficulty would not be forthcoming in such an instance, despite initial goal acceptance. Although these concepts are distinguishable, note that (a) there is a considerable overlap between them, (b) they have been used almost interchangeably in past research, and (c) there is not complete consensus as to the separateness of these constructs (Hollenbeck and Klein, 1987: 212).

Goal commitment has been defined as “one’s attachment to or determination to reach a goal” (Locke, Latham, & Erez, 1988, p.24). Predicting persistence and intensity of goal striving, commitment depends on the desirability and feasibility of the goal. Thus, people feel strongly committed to desirable goals that are feasible and weakly committed to desirable goals that are not feasible. Desirability (i.e., incentive value) is operationalized by the subjective importance of the goal and feasibility (i.e., expectations of success) is operationalized by people’s judgments about the likelihood of goal attainment (Sevincer, Oettingen, Lerner, 2012).

Goal commitment is hypothesized to be directly influenced by goal importance. This assumption is supported by several theoretical and empirical arguments. The expectancy value

model assumes a direct impact of attainment value (i.e., the personal importance of doing well at a given task) on task choice (i.e., the decision of whether or not to begin or continue to invest effort in the task). Several empirical studies have applied this assumption to the study of goals and confirmed that goal commitment is influenced by goal value or goal importance (Boudrenghien et al, 2012).

The changing nature of work has placed greater demands on employees to continually acquire new skills and knowledge. Goal orientation is one such individual difference variable that may be important because of its emphasis on individuals' beliefs about learning and reactions to feedback. Goal orientation theorists have generally identified two distinct types of goals--mastery goals and performance goals. --that differ in the way that competence is defined. Mastery (or learning) goals focus on learning and developing skills or knowledge, while performance goals emphasize either demonstrating one's competence relative to comparison others (performance-prove goals) or avoiding displays of incompetence (performance-avoid goals) (Richard, 2003).

Human being is the most important element in the field of management which is attracted by the managers' theorists in different periods, and human force is the most important factor which has a fundamental role in surviving each organization. Organizational intelligence is a new concept in the texture of organization and management. OI was first clearly introduced in a published article under the name of "Organizational intelligence, its importance as a process and product" by Matsuda in an economic international conference in Tokyo. He introduced a general approach in relation with organizational intelligence and suggested a model for it which is a mixture of human and data process based on machine. Matsuda (1992) defined organizational intelligence as a complicated, homogenous, accumulated and harmonized collection of human and machine intelligence. Macmaster (1998), suggested two definitions of organizational intelligence: organizational intelligence as the ability to be directed, rationality, acting to flexible, creative and concordant methods. Leibowitz defined organizational intelligence as: all of the organization's intelligence which is applied for making a common view, the process of revising, leading and directing the whole organization (Kazemian et al, 2013). Organizational intelligence has been defined as the talent and capacity of an organization in motivating the mental ability of organization and focus of this ability in line with achieving the mission of organization and has seven components of strategic vision, common fate, desire for change, morale, unity and agreement, knowledge application and performance pressure (Rahimi, and Vazifeh Damirchi, 2010).

Albrecht (2002) mentioned seven components in order to develop the idea of organizational intelligence; they have been the bases of action in this research as follows:

Strategic Vision: In short, it is the ability to create, evolve and express the objective of an organization.

Common Fate: When all or most of the individuals are involved in the organization, they know what the mission of organization is; they feel that they have common objectives, and each individual compulsively understands the success of organization.

Desire for change: Some of the organizational cultures are led by their founder executive team. In these cultures, the function, re-thinking and reacting to the environment are matched so that any changes show a kind of disease and even the turmoil.

Employees' morale: When we think about the quality of employees' working life, we consider the employees' feeling about the work and management and think of their optimism about their own job responsibilities and career and advancement opportunities in the organization and a concept as the moral is created in our mind.

Employees' unity and agreement: Without a set of rules for implementation, each group will be faced with a plenty of problems and controversies in future. Individuals and teams should

organize themselves for realizing the mission of organization, divide the responsibilities and jobs, and create a series of rules for communicating with each other and dealing with the environment.

Knowledge Application: Nowadays, the measures, which lead to the success or failure in an organization, have been mainly based on the effective application of knowledge, data and information more than ever. Activity of each organization depends severely on the acquired knowledge and appropriate quick decisions.

Performance Pressure: Managers should not only be involved in the performance (implementation). In an intelligent organization, each of the executives should be in his own executive position. Leaders can promote and support the concept of executive leverage, but it has the most effect if it is an effective set of mutual expectations and operational requirements for success (Ahmadi and Ranjbari, 2013).

Intelligence and Competency were identified as constituting the strongest indicator of WFA. Intelligence involved collective environmental responsiveness of a workforce and its ability to interpret external changes to adjust appropriately and rapidly. Breu et al., (2001) defined competency in relation to information technology and software use, business and management integration process skills and alignment with the organization's direction (Bosco, 2007).

Continuous change is increasingly the new normal rather than the exception in contemporary organizations. As a result, interest in organizational agility has grown exponentially for practitioners and researchers (Tallon & Pinsonneault, 2011). According to the different definitions of the word agility, the concept of speed and quick response and also the concepts of group work and common goal regarding the word organization can be inferred from. Also we can propose a primary definition for the word organizational agility as follows: "Swiftness and quick response of a harmonious group to the changes made by the environment surrounding them in order to reach a goal." But agility has some components that are introduced in the following. Two concepts inherent to the definition of agility are speed and flexibility (Prater, Biehl, Smith, 2001).

The notion of organizational agility has its origins in flexible manufacturing systems, where it was believed that automation alone would confer this capability. Agility is ability to respond to unpredictable changes with quick response and profitability (Erande and Verma, 2008).

When thinking about agility, it is important to pay attention to the whole system and simultaneously improve the nimbleness of direction, focus, speed, quality, and sustainability. McCann, Selsky, and Lee (2009) emphasized the important of a systemic approach to building organizational agility:

> – *"We are struck by how the agility and resilience literatures focus on individuals, team, and organizations, but rarely two or more of these at the same time.Emphasizing agility-building interventions such as systems thinking or creative problem-solving workshops at an individual or team level may be helpful, but if efforts to build agility across the organization are weak, then individual and team level efforts ultimately fail." (McCann et al, 2009)*

The main purpose of this study is the Explanation role of organizational Intelligence and organizational agility in the formation of goal oriented commitment. The Conceptual model of study shown in figure 1.

Figure 1: Conceptual model

Methodology

The main purpose of this study was the explanation role of organizational Intelligence and organizational agility in the formation of goal oriented commitment. The population was 311 employees of Social Security Hospital in Ardabil.

We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 172 of these employees which have been selected through the simple random sampling method.

To gathering of data, we used questionnaire with 40 items. The Organizational Intelligence questionnaire contains 21 items and Organizational Agility questionnaire involve 9 items and Goal Oriented Commitment contains 10 items. Questionnaires reliability was estimated by calculating Cronbach's Alpha.

Table 1 shows the number of question and Cronbach's Alpha for each dimensions of research.

Variable	Items	Alpha
Organizational Intelligence	21	0.923
Organizational Agility	9	0.872
Goal Oriented Commitment	10	0.912

Table 1 shows the number of question and Cronbach's Alpha for each dimension: In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. Also, we used Kolmogorov-Smirnov and Durbin Watson Tests to normality of test data. And to test the hypothesis of the research we used Pearson Correlation and liner Multi-Regression.

Results

According to Conceptual model of study we developed five Hypotheses. The statistical way of analysis of hypotheses is two ways, H_1 is acceptance of hypothesis and H_0 is rejecting of hypothesis. In other words, it means that H_1 has positive meaning and H_0 has negative meaning.

Hypothesis One: There is a relationship between organizational Intelligence and organizational agility.

Table 2, which present the correlations of organizational Intelligence and organizational agility. Strong positive correlation was found between this variable (r=0.663) and correlation is significant at the 0.01 level (2-tailed).

Table 2: Correlation between dependent and independent variables

Variables	Correlation Coefficient	Sig.
organizational Intelligence	0.663	0.000
organizational agility		

The results show that there is relationship between organizational Intelligence and organizational agility.

Hypothesis Two: There is a relationship between organizational Intelligence and goal oriented commitment.

Table 3, which present the correlations of organizational Intelligence and goal oriented commitment. Strong positive correlation was found between this variable (r=0.670) and correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlation between dependent and independent variables

Independent Variables	dependent Variables	Correlation Coefficient	Sig.
Organizational Intelligence	GOC	0.670	0.000
Strategic Vision	GOC	0.536	0.000
Common Fate	GOC	0.417	0.000
Desire for change	GOC	0.647	0.000
Employees' morale	GOC	0.563	0.000
Employees' unity and agreement	GOC	0.461	0.000
Knowledge Application	GOC	0.430	0.000
Performance Pressure	GOC	0.472	0.000

The results show that there is relationship between organizational Intelligence dimensions and goal oriented Commitment.

Hypothesis Three: There is a relationship between organizational agility and goal oriented commitment.

Table 4, which present the correlations of organizational agility and goal oriented commitment. Strong positive correlation was found between this variable (r=0.837). And correlation is significant at the 0.01 level (2-tailed).

Table 4: Correlation between dependent and independent variables

Independent Variables	dependent Variables	Correlation Coefficient	Sig.
Organizational agility	GOC	0.837	0.000
Responsiveness	GOC	0.706	0.000
Flexibility	GOC	0.738	0.000
Competency	GOC	0.728	0.000

The results show that there is relationship between organizational agility dimensions and goal oriented Commitment.

Hypothesis Four: organizational Intelligence is able to predict goal oriented commitment.

Table 5: Summary of regression models

Durbin Watson	Adjusted coefficient of determination	The coefficient of determination	F	sig
1.98	0.541	0.736	22.600	0.000

According to table 5 Results, The coefficient of determination of independent and dependent variables are 0.736 and adjusted coefficient of determination is 0.541. And Durbin Watson is 1.98 and is between 1.5 and 2.5 significant level. So we can say that the lack of correlation between errors are accepted. And also, F test for the significance level of error at 0.95 is less than 0.05. So we can say that the use of regression models is allowed. In other words, we can say that the independent variables can be considered as predictor variables.

Table 6: Regression Results

	B	Beta	t	Sig
Strategic Vision	.323	.316	3.833	0.000
Common Fate	-0.089	-.083	-.931	0.352
Desire for change	.304	.371	3.746	.000
Employees' morale	-.016	-.015	-.175	.861
Employees' unity and agreement	-.179	-.185	-1.616	.108
Knowledge Application	.193	.212	1.182	.070
Performance Pressure	.251	.239	2.152	.033

The results of table 6 show that the higher *Beta* is belong to desire for change (.371) and strategic vision (.323). It means that the predictability of this variable is high and other variables predictability is not meaningful.

Hypothesis Five: organizational agility is able to predict goal oriented commitment.

Table 7: Summary of regression models

Durbin Watson	Adjusted coefficient of determination	The coefficient of determination	F	sig
2.02	0.674	0.821	94.933	0.000

According to table 7 Results, The coefficient of determination of independent and dependent variables are 0.821 and adjusted coefficient of determination is 0.674. And Durbin Watson is 2.02 and is between 1.5 and 2.5 significant level. So we can say that the lack of correlation between errors are accepted. And also, F test for the significance level of error at 0.95 is less than 0.05. So we can say that the use of regression models is allowed. In other words, we can say that the independent variables can be considered as predictor variables.

Table 8: Regression Results

	B	Beta	t	Sig
Responsiveness	.401	.323	4.89	0.000
Flexibility	.411	.339	4.48	0.000
Competency	.268	.269	3.46	0.001

The results of table 8 show that the *Beta* is .323 in responsiveness, .339 in flexibility and .269 in competency. It means that organizational agility is able to predict goal oriented commitment.

Conclusion

This study has done to explanation role of organizational Intelligence and organizational agility in the formation of goal oriented commitment at Social Security Hospital employees in Ardabil. Finding show that organizational Intelligence and organizational agility have a positive relationship with goal oriented commitment at Social Security Hospital. It means that organizational Intelligence increases organizational agility and goal oriented commitment. Also, the organizational agility increases goal oriented commitment. According to the hypothesis results, our suggestions to Social Security Hospital are:

The active workers and managers can do their jobs properly. If every employee knows that his ideas, experiences and suggestions are heard and noticed, they will have tendency to exchange and transfer their knowledge and they will be encouraged to benefit others from his knowledge and inner talents. Moreover the employee feels more dependent towards their organization and tries to increase its productivity.

- By creating seven basic components and necessary background for moving towards, the collective intelligence can be obtained.
- By entering the knowledge era, for obtaining the opportunity in the searching environment we must move toward improving the organizational intelligence and obtaining this important goal is possible by installing the knowledge management.
- Help to accelerate the responsiveness to the environment
- Reduce the vulnerability of agile organizations
- Support the agile production
- Help to increase flexibility
- Effective monitor of production to maintain agility
- Increase the harmony between the components of an agile organization
- Increase the level of quality besides the increase of agility

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