



Research Paper

The Impact of Organizational Intelligence on the Performance of Naja Sports Managers

Javad Afshari ¹ , Hossein Taheri ², Mehdi Vachak asgari ³

1- PhD, Faculty of Physical Education and Sport Sciences, University of Tehran, Iran.

2-Assistant Professor, Department of Sport management, Amin University of Police Sciences, Tehran, Iran.

3-Graduated from Master's of Sport management, Amin University of Police Sciences, Tehran, Iran.

Receive:

25 September 2024

Revise:

15 November 2024

Accept:

9 December 2024

Published online:

1 December 2024

Abstract

The purpose of this study is to measure the impact of organizational intelligence on the performance of NAJA sports managers. The research method is descriptive-survey in terms of nature and applied in terms of purpose. The statistical population of the study consisted of 355 sports managers of the police force of the Islamic Republic of Iran working in the whole country. The sample size was determined using Krejcie and Morgan table of 184 people and was selected by simple random sampling method. For data collection, Albrecht (2003) and Chen et al.'s (2012) organizational intelligence questionnaires were used. The guidelines were validated and their reliability was obtained through Cronbach's alpha coefficient test for organizational intelligence 0.89 and for performance 0.82 which was confirmed. In order to analyze the data, the structural equation technique using Lisrel statistical software and Spss statistical software was used. The results showed that the planned goal, level of foresight, progress, follow-up, correlation, use of information and efficiency of NAJA sports managers with a positive impact of 0.73, 0.70, 0.64, 0.71, 0.78, 0.59 and 0.78 on their performance, respectively. And have meaning. The results of the present study showed that organizational intelligence has a positive and significant effect on the performance of NAJA sports managers.

Keywords:

Organizational Intelligence,
Performance,
Planned Goal,
Foresight,
Follow-up,
Correlation.

Please cite this article as (APA): Afshari,J, Taheri,H, Vachak.asgari, M .(2024). The Impact of Organizational Intelligence on the Performance of Naja Sports Managers. *Journal of human resource management perspective*, 1(2), 103-120.

Sponsored by: Institute of Samamos Publications	https://www.doi.org/10.22034/jphrm.2024.489357.1010	
Corresponding Author: Javad Afshari	https://orcid.org/0000-0003-4180-7401	
Email: Javadafshari@ut.ac.ir	Creative Commons: CC BY 4.0	



Extended Abstract

Introduction

Considering the current and future environmental changes, increasing uncertainty, growing complexity, information explosion, etc., it is clear that current organizations do not have the necessary conditions for life and survival. In other words, today's organizations do not have the necessary ability and flexibility to adapt to the surrounding changes caused by globalization and the complexities resulting from it, and for their survival they are forced to equip themselves with tools to gain the ability to cope with global developments (Norouzi, 2016). Organizational intelligence can be considered the ability to learn, reason, and understand. On the other hand, performance is the tasks related to basic tasks that are formally recognized as part of a job (Marjani & Soheilipour, 2018). The ultimate goal of any organization is to improve the performance of that organization because improving the performance of the organization can help the organization achieve its goals. Organizational performance is not achieved alone and by itself and requires the use of various variables. One of the most important of these variables is organizational intelligence (Rahim & Malik, 2019). Many factors affect the performance of the organization, including the structure of the organization, the environment of the organization, policies and processes, and organizational culture. But what is of particular importance is how intelligently organizations make decisions and act, and how much this intelligent behavior affects the performance of the organization. Making the organization intelligent causes the organization to use its maximum intellectual power to make comprehensive decisions and demonstrate intelligent behavior and presence in the business environment, thereby improving the performance of its organization. Intelligence An organization that focuses on understanding knowledge and learning creates an intelligent organization (Farzi et al, 2015). An organization that learns manages knowledge intelligently. Organizational learning is a key component of organizational intelligence. Various definitions have been provided for organizational intelligence. Among them, organizational intelligence is the ability to find direction, be rational, and act in flexible, creative, and adaptive ways (Sardari et al, 2016).

Sports organizations, which are the main arm of sports in any country, require continuous performance evaluation of sports managers in order to improve their performance. Determining the success of managers in achieving predetermined goals is one of the main concerns of every organization. One of the most important functions of all organizations is the proper management of managers in line with the macro-sports goals and the development of sports at the national level, and the proper performance of sports managers plays an important role in improving the performance of the organization. Performance evaluation of sports managers is a guide for human resources decisions such as development, compensation for services, retention and promotion of employees, and identifies the strengths and areas for improvement of employees and provides valuable information for re-evaluating the criteria and tools for selection. The police force of any country is the main pillar of military power and an important component in ensuring national security and interests. This organization is one of the most capable and widely used forces in society, which plays an important role in creating social, political and even economic security. Given that the Islamic Republic of Iran Police Force is considered one of the strategic and important organizations in society, the existence of knowledge-based and capable managers is considered one of the important and main requirements in this organization. Considering the above assumptions, this research attempts to answer the question: What effect does organizational intelligence have on the performance of NAJA sports managers?



Theoretical framework

Organizational Intelligence

(Albrecht, 2003) defines organizational intelligence as the capacity of an organization to mobilize all the intelligence capabilities available to it and focus them to achieve the organization's missions (Bathelt et al, 2019). (Cryse, 2004) defines organizational intelligence as the systematic processing of information from external sources in order to improve the ability to predict the future and adapt to the changing environment. He developed a theoretical model of organizational intelligence, which includes five dimensions: competence, attention, motivation, organizational support, and information provision. These dimensions are selected and used as a reference to examine the intelligent system in successful knowledge-producing companies (Bahrami et al, 2016).

Organizational Performance

Performance refers to the degree to which an employee completes the tasks that complete an employee's job and indicates how well an employee fulfills the requirements of a job. Performance is often considered the same as "effort," which refers to the expenditure of energy, but performance is measured based on the results of activities. For example, a student may put in a lot of effort to prepare for an exam but receive a low score. In this case, a lot of effort was put in but the performance was low (Durst et al, 2019).

(Ismail & Al-Assa'ad, 2020), in a study conducted on employees and managers of Qatari banks, they measured the effect of organizational intelligence on organizational performance and concluded that organizational intelligence has a positive and significant effect on the organizational performance of employees and managers. (Keykha & Abbaspour, 2019) In their study, they examined the relationship between organizational intelligence and organizational performance with the mediation of creativity among employees of the University of Tehran. The results of the study showed that there was a positive and significant relationship between organizational intelligence and creativity and the organizational performance of employees. Organizational Intelligence

Research Methodology

The research method is descriptive in nature and survey in nature and applied in purpose. The statistical population of the research consists of 355 sports managers of the Islamic Republic of Iran Police Force working throughout the country. The sample size of the research was 184 people based on the Krejci and Morgan table. The simple random sampling method was used. Library and field methods were used to collect data. Face and content validity were used to determine the validity of the research instrument. Cronbach's alpha coefficient was used to confirm the reliability of the questionnaires. Descriptive and inferential statistics were used to analyze the collected data. LISREL8 statistical software was also used to test the research hypotheses.

Research Findings

The results of descriptive statistics related to demographic information shown in Table (2) indicated that 45% of the sample members were employees with an age range of (31-40) years, 34% of the sample members were employees with an age range of (41-50) years, and 21% of the sample members were employees with an age range of (51-60) years. 30% of the sample members were employees with an associate degree, 52% of the sample members were employees with a bachelor's degree, and 18% of the sample members were employees with a master's degree and higher.



Inferential statistics, it was determined that the main hypothesis addressed organizational intelligence on the performance of NAJA sports managers. Based on the results obtained, the strength of the effect of organizational intelligence on the performance of managers was calculated to be (0.69), which indicates that the correlation is favorable. The t-test statistic was also obtained (5.67), which was greater than the critical value of t at the 5% error level, i.e. (1.96), indicating that the observed correlation was significant. Therefore, it can be said that organizational intelligence has a significant effect on the performance of NAJA sports managers. The first specific hypothesis examined the effect of the planned goal of NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the planned goal of NAJA sports managers on their performance was calculated to be (0.73), indicating that the correlation was desirable. The t-test statistic was also obtained (12.56), which was greater than the critical value of t at the 5% error level, i.e. (1.96), indicating that the observed correlation was significant. Therefore, it can be said that the planned goal of NAJA sports managers has a significant effect on their performance. The second specific hypothesis examines the effect of the level of foresight of NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the foresight of NAJA sports managers on their performance has been calculated to be (0.70), which indicates that the correlation is favorable. The t-test statistic has also been obtained to be (8.93), which is greater than the critical value of t at the 5% error level, i.e. (1.96), and indicates that the observed correlation is significant. Therefore, it can be said that the foresight of NAJA sports managers has a significant effect on their performance. The third specific hypothesis examines the effect of the progress of NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the progress of NAJA sports managers on their performance has been calculated to be (0.64), which indicates that the correlation is favorable. The t-test statistic has also been obtained to be (8.77), which is greater than the critical value of t at the 5% error level, i.e. (1.96), and indicates that the observed correlation is significant. Therefore, it can be said that the progress of NAJA sports managers has a significant effect on their performance. The fourth specific hypothesis examines the effect of the level of follow-up of NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the follow-up of NAJA sports managers on their performance has been calculated to be (0.71), which shows that the correlation is favorable. The t-test statistic has also been obtained to be (12.58), which is greater than the critical value of t at the 5% error level, i.e. (1.96), and shows that the observed correlation is significant. Therefore, it can be said that the follow-up of NAJA sports managers has a significant effect on their performance. The fifth specific hypothesis examines the effect of the follow-up of NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the follow-up of NAJA sports managers on their performance has been calculated to be (0.78), which shows that the correlation is favorable. The t-test statistic was also obtained (10.44), which was greater than the critical value of t at the 5% error level, i.e. (1.96), indicating that the observed correlation was significant. Therefore, it can be said that the correlation of NAJA sports managers has a significant effect on their performance. The sixth specific hypothesis examined the effect of the use of information by NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the use of information by NAJA sports managers on their performance was calculated to be (0.59), indicating that the correlation was desirable. The t-test statistic was also obtained (8.90), which was greater than the critical value of t at the 5% error level, i.e. (1.96), indicating that the observed correlation was significant. Therefore, it can be said that the use of information by NAJA sports managers has a significant effect on their performance. The seventh specific hypothesis examines the effect of the efficiency of



NAJA sports managers on their performance. Based on the results obtained, the strength of the effect of the efficiency of NAJA sports managers on their performance has been calculated to be (0.78), which indicates that the correlation is favorable. The t-test statistic has also been obtained to be (6.55), which is greater than the critical value of t at the 5% error level, i.e. (1.96), and indicates that the observed correlation is significant. Therefore, it can be said that the efficiency of NAJA sports managers has a significant effect on their performance.

Conclusion

The main hypothesis deals with organizational intelligence on the performance of NAJA sports managers. The result is explained as follows: organizational intelligence helps individuals to identify the weaknesses of their organization and strengthen their strengths. It also provides the necessary grounds for organizational learning by providing an appropriate context and promotes innovation, which improves individual performance. Managers of operational units use the knowledge and experiences of other colleagues in similar projects, and the knowledge gained from the expertise of managers is shared with other colleagues. In addition, periodic discussion and exchange meetings are held between employees and managers of different units. The first special hypothesis examines the effect of the planned goal of NAJA sports managers on their performance. The result is explained as follows: the planned goal refers to the ability to create, derive, and express the goal of an organization. Managers are proud of belonging to the organization and tend to make special efforts to make the organization successful and achieve its goals, and ultimately are optimistic about career opportunities. Managers use the opinions and ideas of their other colleagues in performing their organizational duties and are willing to take risks in all situations to achieve effective results and higher productivity. The second specific hypothesis examines the effect of the level of foresight of NAJA sports managers on their performance. The result is explained as follows: when managers in the organization have continuous and stable relationships with each other and all managers share in the organization's programs and achievements. Managers in the organization understand new and creative ideas and enjoy a high sense of participation, the feeling of having a common goal, empathy and solidarity towards goals increases in managers, which improves individual performance. The third specific hypothesis examines the effect of the progress of NAJA sports managers on their performance. The result is explained as follows: when the organizational climate is ready to accept change, allows for fair criticism of the organization, and encourages career advancement and innovation, they become more flexible and adaptable to environmental changes, which improves their performance. In addition, managers at different levels are allowed to question accepted methods of doing things. The fourth specific hypothesis examines the effect of the level of follow-up of NAJA sports managers on their performance. The result is explained as follows: when we think about the work life of managers and pay attention to how managers feel about work and management, and when we think about the level of optimism they have about their job duties and opportunities for advancement and progress in the organization, a concept called the level of follow-up is formed in our minds. Knowledge gained from experience is shared among organizational managers, and the organization's top management uses an appropriate electronic system to store and exchange managers' information. The fifth specific hypothesis examines the effect of the solidarity of NAJA sports managers on their performance. The result is explained as follows: without a series of rules to implement, each group will face many problems and disagreements in its work. Individuals and teams must organize themselves to fulfill the organization's mission and assignment, divide responsibilities and jobs, and establish a series of rules for dealing with and communicating



with each other and confronting the environment. The sixth special hypothesis examines the effect of the use of information by NAJA sports managers on their performance. The result is explained as follows: today, more than ever, decisions leading to victory or defeat are made based on the effective use of knowledge, information, and data. The activities of any organization depend on the knowledge acquired, the right decisions made on the spot, judgment, intelligence, and common sense of meritocracy of individuals, as much as the accuracy of the applied information that is integrated into the organization's structure at any given moment. Organizational intelligence should include the free flow and accessibility of information at key points needed. The seventh special hypothesis examines the effect of the efficiency of NAJA sports managers on their performance. The result is explained as follows: it is not enough for managers to be simply involved in the performance of the organization, such as achieving specific strategic goals and skillful results in an intelligent organization, each individual has his own executive position. Managers can promote and support the concept of efficiency, but the greatest effect occurs when it is under the title of a self-imposed set of mutual expectations and operational requirements for shared success. These results are consistent with and supported by research findings (Mahmoudi et al, 2019), (Yarveisi et al, 2018) and (Holt & Jones, 2018). They showed in their research that paying attention to all dimensions of organizational intelligence can pave the way for improved performance in the organization.

Based on the results of the present study, it is suggested that managers of work units should form teams to carefully examine the organizational environment, identify opportunities and threats, and take the necessary measures in a timely manner. The organization's strategies should be reviewed and revised every year, the organization's statement of goals should be clear and transparent, the organization's strategies should be discussed and debated, and in-service training courses should be held for employees to gain more awareness of the concept of strategic vision. The work process should be evolutionary, there should be the possibility of fair criticism of the organization, career advancement should be encouraged, managers should accept their mistakes, and there should be an incentive system in the organization for creative suggestions and better solutions in organizational processes in the organization.