

EXAMINING THE RELATION BETWEEN ORGANIZATIONAL INTELLIGENCE AND CRISIS MANAGEMENT IN MANAGERS AND EXPERTS OF FASA UNIVERSITY OF MEDICAL SCIENCES IN 2015

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ABSTRACT

This study aims to examine the relation between organizational intelligence and crisis management in managers and experts of Fasa University of Medical Sciences in 2015. Research method was descriptive of correlation type and the statistical population in this study included all managers and experts of Fasa University of medical sciences (364 persons) who were serving there in 2015. The research sample included 212 ones of managers and experts of medical sciences university who have been selected by relative stratified method. For collecting data Albrecht standard 49- question questionnaire is used for assessing organizational intelligence and 18-question inventory derived from three-stage model of crisis management. For relation assessment,

Spearman correlation test was used. For data analysis in the level of descriptive statistics, the statistical index of absolute frequency and percent and in inferential statistics level Pearson correlation test and t-test were used. The most important results of this study are as follows: there is a significant and positive relation between organizational intelligence and all its heptad dimensions including strategic insight, courage and dare, tendency to change, unison and agreement, knowledge utilization, performance pressure and joint fate.

KEYWORDS: organizational intelligence, crisis management, managers.

INTRODUCTION

Organizational intelligence is one of components that the present time managers should possess so that by acquiring deep knowledge about all environmental factors cause the organization sagacity and as a result, they could better manage their organization in the furious and competitive world (Kouzmin, 2005).

Unison and agreement as one of components of organizational intelligence could play an important role. Having spirit and belief in joint faith between the organization people is an important factor which reinforces the culture of integration, collective order, joint spirit and cooperation in the organization and prevent from the organization disconnection (Mazlumi, 2006).

The issue of crisis management is propounded in various domains. The organizations as one of main components of the society are not excluded from this fact. If in past a part of organizations (perhaps public relations) undertook the responsibility of encountering with crisis, now the whole organization considers it significant and complexity and progress of these plans has caused the governments, service companies financial institutes and so on have turned to cognition of methods of encountering with sudden and unpredicted changes and crisis management becomes really a part of all organizations strategic programs (Rezvani, 2006).

In today agitated world, the organizations should always adjust a series of practical plans and programs for encountering with future possible evolutions inside the organization and emphasize on acquiring skill and readiness of managers and personnel in encountering with unpredicted events. A few number of organizations have realized the necessity of making themselves ready for encountering with a wide range of crises, therefore, they haven't created the required setting for identifying crisis signs too (Mazlumi, 2006).

Accession of some crises is inevitable despite the operated preparations and omission of all the organization threatening crises is impossible. One the other hand, in human world and furious environment, successful and efficient people who have a high intelligence and can use it effectively in crises will be present and accordingly they could overtop organizational problems and crises by utilizing it. Those organizations that have people with higher

organizational intelligence will be more successful against organizational crises and encountering it (Ahmad Wodadi, 2010).

Scholars believe that crisis may either occur due to occurrence of an unexpected event like sudden disruption of primary case or inattention may be happened to issues during time so much that the organization fall in downfall abrupt and goes rapidly towards crisis and only with urgent attention and fast and urgent measurements which could be saved. For overtopping crises and increasing the organization readiness capacity for predicting future crises and correct method of managing the organization modern crises using mental capacity of individual people of the organization is necessary. In many cases, crises are abdominal and have a crawly state (it transmits from individual to the organization level) (Mazlumi, 2006).

In a study which was conducted by Wodadi et.al (2010) under the title of organizational intelligence and crisis management in Iran Insurance Stock Co., there is a significant relation between organizational intelligence and crisis management in Iran Insurance Company. Results indicate that all components of organizational intelligence except than tendency to change have a significant relation with crisis management that the greatest correlation coefficient is between crisis management and the component of knowledge utilization and the least rate is shared with fate. Seyed Yaghoub Hosseini & Nina Cheli Seril (2013) in his study under the title of the impact of organizational intelligence on learning in the organization which was performed on personnel of Shiraz Medical and MRI complex in 2013, the standard questionnaire of organizational intelligence and organizational learning was given to 162 persons from Shiraz Medical and MRI complex personnel and the study was of descriptive and correlation type. The study results showed that the impact of organizational intelligence on organizational learning is positive and significant.

A study under the title of examining organizational intelligence has been conducted in September 2003 by Karl Albrecht among Australian managers that the theoretical framework utilized in this study was designed by the scholar himself. In this study, sample views of Australian managers have been collected about their collective intelligence. In this study, 200 persons among managers and high managers participated in two congresses in two different cities. Finally, Albrecht states that Australian managers by awareness about their organizational rate could reach better understanding and awareness about their organization. Moreover, regarding the interesting results obtained, managers could have a newer look at their organization (Albrecht, 2003). Miteraf& Pauchant (1992) states that crisis is a rupture

which influence the whole system physically and threats its vital axle. In Weick (1998) viewpoint, who is the founder of psychological view in crisis and studies the individual and his reaction in crisis, agitation, anxiety and stress due to crisis occurrence which is an obvious matter causes people dissociation and finally the whole system. This severe pressure of the organization function and performance will be directly influenced (Weick, 1998). Based on what was said, the following hypotheses have been discussed in this study:

- There is a significant relation between strategic insight and crisis management in Fasa medical sciences university.
- There is a significant relation between joint fate and crisis management in Fasa medical sciences university.
- There is a significant relation between courage and dare and crisis management in managers and experts of Fasa medical sciences university.
- There is a significant relation between unison and agreement and crisis management in Fasa medical sciences university.
- There is a significant relation between knowledge utilization and crisis management in Fasa medical sciences university.
- There is a significant relation between performance pressure and crisis management in Fasa medical sciences university.
- There is a significant relation between tendency to change and crisis management in Fasa medical sciences university.

METHODOLOGY

The present study was performed by descriptive method of correlation type. The statistical population in this research includes all managers and experts of Fasa medical sciences universities (364 persons) who were working there in 2015. The statistical sample included 212 ones of managers and experts of University of Medical Sciences who were selected by relative stratified sampling method. Information collecting tools: for collecting data Albrecht 49- question standard questionnaire for assessing organizational intelligence and 18- question questionnaire derived from three-stage model of crisis management were used. For relation assessment, Spearman correlation test was used. data analysis method : in this study, in descriptive statistical level, the statistical index of absolute frequency and percent and in the level of inferential statistics Pearson correlation test and independent T –test were used.

The research findings

For examining this hypothesis that there is a significant relation between strategic insight and crisis management in Fasa medical sciences university, Spearman correlation test has been used. The results showed that correlation between strategic insight and crisis management is significant in the level 0.05 bilaterally that its results have been reported in table 1-1.

Table 1-1- The correlation between strategic insight and crisis management in managers and experts of medical sciences university

crisis management	correlation coefficient	source of changes
0.159	Spearman coefficient	strategic insight
0.020	significance level	
212	number	

For examining this hypothesis that there is a significant relation between joint fate and crisis management in Fasa medical sciences university, Spearman correlation coefficient was used. The results showed that there is a significant relation between joint fate and crisis management that its results have been reported in table 1-2.

Table 1-2- The relation of two variables of joint fate and crisis management in managers and experts of medical sciences university

crisis management	correlation coefficient	source of changes
0.4	Spearman coefficient	joint fate
0.003	significance level	
212	number	

For examining this hypothesis that there is a significant relation between courage and dare and crisis management in managers and experts of Fasa medical sciences university, the Spearman correlation coefficient has been used. The results showed that there is a significant and positive weak linear relation between courage and dare and crisis management. The results have been shown in table 1-3.

Table 1-3- The relation between two variables of courage and dare and crisis management in managers and experts of medical sciences university

crisis management	correlation coefficient	source of changes
0.18	Spearman coefficient	courage and dare
0.009	significance level	
212	number	

For examining this hypothesis that there is a significant relation between unison and agreement and crisis management in Fasa medical sciences university, Spearman correlation coefficient has been used. The results showed that there is a weak linear positive and significant relation between unison and agreement and crisis management. Its results have been shown in table 1-4.

crisis management	correlation coefficient	source of changes
0.139	Spearman coefficient	unison and agreement
0.043	significance level	
212	number	

For examining this hypothesis that there is a significant relation between knowledge utilization and crisis management in Fasa medical sciences university, Spearman correlation coefficient has been used. The results showed that there is a weak linear positive and significant relation between knowledge utilization and crisis management. Its results have been reported in table 1-5.

Table 1-5- The relation between two variables of knowledge utilization and crisis management in managers and experts of Fasa medical sciences university

crisis management	correlation coefficient	source of changes
0.212	Spearman coefficient	knowledge utilization
0.004	significance level	
212	number	

For examining this hypothesis that there is a significant relation between performance pressure and crisis management in Fasa medical sciences university, Spearman correlation coefficient has been used. The results showed that there is a weak linear significant and positive relation between performance pressure and crisis management; its results have been reported in table 7-1.

Table 7-1- The relation between two variables of performance pressure and crisis management in managers and experts of medical sciences university

crisis management	correlation coefficient	source of changes
0.159	Spearman coefficient	performance pressure
0.021	significance level	
212	number	

For examining this hypothesis that there is a significant relation between tendency to change and crisis management in Fasa medical sciences university, Spearman correlation coefficient

has been used. The results showed that there is a significant and positive relation between tendency to change and crisis management, its results are observed in table 8-1.

Table 8-1- The relation between tendency to change and crisis management in managers and experts of medical sciences university

crisis management	correlation coefficient	source of changes
0.42	Spearman coefficient	tendency to change
0.025	significance level	
212	number	

DISCUSSION AND CONCLUSION

The results obtained from this hypothesis that there is a significant relation between strategic insight and crisis management in Fasa medical sciences university, are analyzed in this manner that there is a significant and positive relation between strategic insight and crisis management ($P < 0.020$). These results are consistent with the results of Falah (2012) and Wodadi (2010) study. Regarding the obtained results, we can explain that what is considered in strategic insight is the ability to codify and implement codified goals and strategies and that these strategies are examined and revised orderly. In line with strategic insight, selecting successful strategies and breeding strategists' ability and creativity is significant, therefore, for adjusting the organizational strategies and goals, strategists should be creative.

The results obtained from this hypothesis that there is a significant relation between joint fate and crisis management in Fasa medical sciences university, is analyzed in this manner that there is a significant and positive relation between joint fate and crisis management ($P < 0.003$). The mentioned results are consistent with the results of findings of Wodadi (2010) based on the role of joint fate in crisis management. Regarding the obtained results, we can explain that in Wodadi et.al (2010) study, there is a significant and positive relation between joint fate and crisis management. This relation intensity is higher comparing with strategic insight component, so belief in joint fate among personnel will enable the company in more efficient crisis management.

The results obtained from this hypothesis that there is a significant and positive relation between unison and agreement and crisis management in Fasa medical sciences university are analyzed in this manner that there is a significant and positive relation between unison and agreement and crisis management ($P < 0.043$). Regarding the obtained results, we can explain that without a series of rules for execution, any group will face many problems and

disagreements in continuing his work. People and teams should organize themselves for realizing the organization mission, divide responsibilities and occupations and codify a series of rules for contacting with each other and encountering with the environment. In a smart organization, systems are cooperating to enable these people to perform their mission.

The results obtained from this hypothesis that there is a significant relation between knowledge utilization and crisis management in Fasa medical sciences university, are analyzed in this manner that there is a significant and positive relation between the component of knowledge utilization and crisis management ($P < 0.004$). The mentioned results are consistent with findings of Wodadi study (2010). Regarding the obtained results, we can explain that emphasizing and promoting the component of knowledge utilization and crisis management through creating knowledge culture, appreciating knowledge personnel, improving processes and knowledge course and so on will cause improvement of crisis management and regarding that it has the highest correlation intensity coefficient among other components, importance of attention to it is more than other components in the studied society. also, knowledge utilization personnel learning is one of constituting components of after crisis stage which shows the significance of attention to this component more. Razkar Kashgar (2012) in his study showed that there are many personnel in the organizations and if the personnel capabilities, thought, mentality and series of their abilities turn to desirable performance, the organization will be juicy, profitable and superior. The organizations preeminence depends on personnel preeminence, i.e. for having a preeminent and transcendental organization; we should first make the personnel preeminent. Personnel preeminence is achieved by breeding series of mental, intellectual, attitudinal and knowledge capabilities. Today, knowledge in each organization is like a driving force for that organization which stands in knowledge beam in the organization and somehow, knowledge could be called a main ground for all activities.

The results obtained from this hypothesis that there is a significant relation between performance pressure and crisis management in Fasa medical sciences university, are analyzed in this way that there is a significant and positive relation between performance pressure and crisis management ($P < 0.021$). the mentioned results are consistent with the results of Iragima (2006) and Falta (2008), regarding the obtained results, we can explain that the research of Wodadi et.al (2010) the results obtained from the last secondary hypothesis show that there is a significant and positive relation between the performance

pressure component and crisis management in Iran Insurance Company. One of evident impacts of crisis in organizations is reduction of performance efficiency and the organization inefficiency during crisis occurrence. The performance pressure component somehow people self-controlling and self-supervising on their performance results emphasizes that reinforcing sub-elements constituent of this component and its improvement despite its positive relation with crisis management will cause efficient handling and better crisis management in Iran Insurance Company. Based on Symick (2005) studies, people and organizations, which have a high organizational intelligence variable, have a considerable superiority in fields of perceiving organizational problems, realizing knowledge learning and performance improvement comparing others.

The results obtained from this hypothesis that there is a significant relation between tendency to change and crisis management in Fasa medical sciences university are analyzed in this way that there is a significant relation between tendency to change and crisis management ($P < 0.025$). The mentioned results are consistent with the results of Peru (1983) and are in contrast to results of Vadi (2010). Regarding the obtained results we can explain that Yazdanpanah (2006) study showed that change is not limited to technology and includes any type of change in management procedures, policies, methods and structural issues. In his view, change underlies crisis occurrence and has a catastrophic potential for destruction (ibid). in the study of Peru, no positive and significant relation was found between tendency to change and crisis management.

Regarding the research findings and existence of a positive and significant relation between organizational intelligence and crisis management the following administrative suggestions are discussed:

- Examining the relation of organizational intelligence with organizational structure
- Examining the relation of organizational intelligence and organizational leadership
- Examining the relation of organizational intelligence with organizational culture and their influence on crisis management
- Examining the relation of organizational intelligence and crisis management in offices and other organizations and comparing the results with the results of this study
- The relation between organizational intelligence and service quality in university of medical sciences

- The impact of organizational intelligence on inter-organizational relations in university of medical sciences
- The relation between organizational intelligence and moral atmosphere in personnel of medical sciences university
- Examining the impact rate of each organizational intelligence component on crisis management

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