



## SHAPING ORGANIZATIONAL LEARNING CAPABILITY THROUGH ORGANIZATIONAL INTELLIGENCE: AN EMPIRICAL EVIDENCE FROM JORDANIAN FIRMS

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### ABSTRACT

*This study aims to investigate the role of Organizational Intelligence (OI) in Organizational Learning Capability (OLC) from the viewpoint of the managers in the telecommunications companies in Jordan. The data is collected from a random sample and it consists of (124) respondents. To test the hypothesis of this study, a statistical package of social sciences (SPSS) (version 20) was used. It has been found that in general organizational intelligence has a significant effect on OLC. The results also showed that the importance level of OLC dimensions along with OI is medium. The study recommends that the respondents should put more emphasis on both factors (i.e. OLC, OI).*

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**Keywords:** Organizational intelligence (OI), Organizational learning capability (OLC), Telecommunications companies.

### Contribution/ Originality

This study is one of very few studies which have investigated the role of Organizational Intelligence in Organizational Learning Capability particularly in Jordanian companies. The practical implications of this study suggest considering Organizational Intelligence in enhancing Organizational Learning Capability.

## 1. INTRODUCTION

With the new definition of organization as a “body of thought,” (OI) has become as an important and interesting focus study especially after considering consciousness and brain the fourth wave after agriculture, industry and information (Gholami and Safae, 2012). Mental powers

become the powers that govern in new organizations. Ranjbarian and Esgandari (2014) Thus, organizations are shifting nowadays to improve their mental and physical abilities (Nasabi and Safarpour, 2009) which would in turn affect and activate the organization different activities; to achieve the organization success, shape its knowledge, achieve its missions and goals, as well as influence the organization effectiveness, efficiency, productivity and performance and measure its fitness and empower it to be able to solve its problems (Staskeviciute and Ciutiene, 2008; Yaghoubi *et al.*, 2010; Ahadinezhad, 2012; Manijeh, 2013; Ranjbarian and Esgandari, 2014), (Nasabi and Safarpour, 2009; Zarbakhsh, 2011).

Moreover, organizational learning is considered an approach to maintain competitive advantage facilitated by (OLC) (Rafiq *et al.*, 2011). Learning capabilities is an important factor and a key index for the organization growth, innovation and effectiveness (Jerez-Gómez *et al.*, 2005; Alegre and Chiva, 2009; Bahadori *et al.*, 2012; Beheshtifar *et al.*, 2012)

## 1.1. Theoretical Background

### 1.1.1. Definitions of (OI)

Since the subject of (OI) has attracted many researchers and practitioners from different disciplines and perspectives, this has unfortunately lead to different interpretations and ambiguity of the concept (Staskeviciute and Ciutiene, 2008; Matin, 2010; Yaghoubi *et al.*, 2010). As an example, Glynn defined (OI) as the organization capability to process, interpret, encode, manipulate, and access information in a purposeful, goal-directed manner. (OI) can be distinguished as a social outcome resulted from the members' interactions, and their accumulated wisdom (Glynn, 1996). So, in the domain of this point, Ercetin linked (OI) with the social networks in the organization (Ercetin *et al.*, 2011). In his conceptualization of (OI), McMaster stated that (OI) includes the capacity to think, sense and be flexible, creative, and the adaptive ways on the organizational level in order to achieve non-linear results (McMaster, 1998). Meshkani *et al.* (2012) referred to (OI) as a multidimensional and multifaceted concept involving the interaction of cognitive, behavioral and emotional capabilities of organizations.

In his view, Jung (2009) defined (OI) as the procedural ability of an organization to efficiently process, exchange, measure and reason management. According to Ercetin, OI is all abilities that enable the organizations to maintain their existence, (Ercetin, 2004). Choo also defines (OI) as a learning process (Choo, 1995). Another similar view point was presented by Liebowitz who indicated that the essence of OI is the collectivity of all intelligences that are oriented to build a shared vision, a renewal process, and deal with knowledge functions (Liebowitz, 2000).

However, some researchers confirmed that the different definitions of OI are all bounded by the same feature which is the organization capability to adapt to the environment and knowledge management because (OI) involves knowledge based on the organization's capacity (Staskeviciute and Ciutiene, 2008).

For the purpose of our study, Karl Albrecht's definition will be adapted. Albrecht stated that (OI) is the capacity of an enterprise to mobilize all its available brain power, and focus the brain

power on accomplishing its mission (Albrecht, 2002). Several models were designed to measure OI and determine its components, Based on literature reviews, table (1) summarizes some of them.

### 1.1.2. Definitions of (OLC)

OLC is multileveled starting from the individual level reaching the organizational level. Tohid and Mandegari (2012), and a multi-disciplinary body of knowledge that can be viewed through different lenses (Allameh *et al.*, 2011; Beheshtifar *et al.*, 2012; Tohid and Mandegari, 2012). (OLC) is defined as "a collection of resources and/or tangible and intangible skills for which it is necessary to use competitive advantages as well (Bahadori *et al.*, 2012).

According to Prieto Pastor and Revilla Gutiérrez (2003), learning capacity is the organizational potential to use the available knowledge within the organization and to continually renew that knowledge. From the viewpoint of Yeung *et al.* (1999), (OLC) is the ability to generate and generalize ideas with impact. Visser (2012) associated the concept of (OLC) with the organization capability to detect and correct errors based on four degrees (1) empowerment (2) error openness (3) knowledge conversion (4) adequate human resource management and development. Jerez-Gómez *et al.* (2005) stated that a learning organization is based on four main dimensions of (OLC): First, strong commitment to learning Second, a common understanding that enables the firm to be seen as a system.

Third, the capacity to act ahead of changes, that is to be proactive rather than reactive. Finally, transferring knowledge to the organization as a whole. Bess considered OLC a function of ongoing organizational investment in the two components: Organizational Systems Alignment and Culture of Learning and Development (Bess *et al.*, 2010). Based on the previous literature reviews, researchers stated diverse and complex components and dimensions related OLC, which implies a complex, multidimensional, and a dynamic concept. Some of these components are summarized in the table (2).

In this paper, we will use (Chiva *et al.*, 2007) and Chiva and Alegre (2008) OLC model, they defined OLC as those processes, characteristics or structures which enhance sharing, acquisition and adequate utilization of knowledge within or outside the organization. The main dimensions of their model are: experimentation, risk taking, interaction with the external environment, dialogue and participative decision making. By reviewing theoretical literatures, many studies were conducted in the domain of OI, OLC, Meshkani *et al.* (2012) found a significant relationship between OI level and ownership change in public and private organizations. Marjani and Arabi (2011) revealed a positive and significant relationship between (OI) and knowledge management. Yaghoubi *et al.* (2010) illustrated a positive significant correlation between the intellectual capital and OI. In the domain of (OLC), Rafiq *et al.* (2011) study found that emotionally intelligent employees facilitate (OLC). Tohid and Mandegari (2012) examined how OLC affects innovation. Alegre and Chiva (2009) research suggested that the relationship between entrepreneurial orientation and innovation performance is dependent on OLC. Allameh *et al.* (2011) illustrated positive relation between OLC and job satisfaction, as well as emotional intelligence. Chiva *et al.*

(2007) proposed OLC scale consists of five dimensions: experimentation, risk taking, interaction with the external environment, dialogue, and participative decision making. Mohd Shamsul (2011) showed that organizational learning capabilities elements (shared vision and mission, organizational culture, teamwork cooperation, transfer of knowledge and information communication technology (ICT) affect knowledge performance and learning.

## 1.2. Problem Statement

Many previous studies focused on the subjects of (OI) and (OLC). However, the literature proves scarcity of the empirical studies related to (OI). Through research and investigation, the researcher has not come across any study directly investigating the role of (OI) in shaping (OLC). So the problem can be summarized in the following questions:-

1. What is the conception degree of the studied groups concerning (OI) and (OLC) in their organizations? 2. Is there an effect for the (OI) and its components: (strategic vision, shared fate, appetite for change, "Heart," alignment and congruence, knowledge deployment and performance pressure) in (OLC) and its component: (experimentation, risk taking, interaction with the external environment, dialogue and participation in decision making).

## 1.3. Research Model and Hypotheses Development

### 1.3.1. The Research Model

In order to achieve the study objective, the researcher built the study model based on Karl Albrecht's Model (Albrecht, 2002) and (Chiva *et al.*, 2007; Chiva and Alegre, 2008) model. Figure (1) shows the proposed research model.

### 1.3.2. Hypotheses Development

H01: there is no significant effect of the (OI) and its dimensions (strategic vision, shared fate, appetite for change, "heart", alignment and congruence, knowledge deployment and performance pressure) on the (OLC) and its components:( experimentation, risk taking, interaction with the external environment, dialogue and participation in decision making) in telecommunication companies in Jordan.

H01.1: there is no significant effect of the (OI) and its dimensions on experimentation in telecommunication companies in Jordan

H01.2: there is no significant effect of the (OI) and its dimensions on risk taking in telecommunication companies in Jordan.

H01.3: there is no significant effect of the (OI) and its dimensions on the interaction with the external environment, in telecommunication companies in Jordan.

H01.4: there is no significant effect of the (OI) and its dimensions on the dialogue in telecommunication companies in Jordan.

H01.5: there is no significant effect of the (OI) and its dimensions on the participation in decision

making in telecommunication companies in Jordan.

## 1.4. Study Methodology

### 1.4.1. Study Population and Sample

The community of this study includes the telecommunication companies existing in Jordan which are: Zain, Umneyah, and Orange. The study sample includes all the managers in the studied companies despite of their different managerial levels. A simple random sample was chosen; (200) questionnaires were distributed, (150) questionnaires were retrieved, which represent (77%), and (26) questionnaires were excluded for invalidity of statistical analysis, the total questionnaires valid for analysis were (124) which represent (62%) of the sample selected.

### 1.4.2. The Measuring Instrument

A questionnaire was developed based on [Albrecht \(2002\)](#) standard questionnaire of (OI) consisting of 49 questions, and [Chiva and Alegre \(2008\)](#) for measuring OLC with 14 questions. And likert five –point scale was used for both of the tow variables.

## 2. RESULTS AND DISCUSSIONS

### 2.1. Descriptive Analysis

Table (3) shows that the largest educational level was bachelor degree which represent (74.2%). This percentage indicates the respondents' awareness of the study questions. The largest percentage age represents (65.3%) which was between 30 years and less. About (56.5%) of respondents were males, whereas (43.5%) were females. Beside that, the largest current job experience years ranged between (less 1 year - less 2 years) which represent (43.5%) of respondents. Also (8.9%) of respondents were top managers, (30.6%) represent middle managers, and the executive manager level was (60.4%). This part also includes Statistics analysis results for the data depending on primary Descriptive Statistics measurement like means, Std. Deviation, rank, the importance level, for the study variables. The values of the means will be treated as the following: low (1-2.33), Medium (2.34- 3.67), High (3.68- 5)

The results in table (4) showed that the importance level for (OI) is medium. All its dimensions also achieved medium levels except (strategic vision) which occupied the highest rank in the importance level. The results proved the existence of organizational intelligence and its dimension in the studied companies which is good. Yet, there is a need to enhance this concept and its dimensions and give them more attention since they occupy a medium level of importance.

The results in table (5) showed that the importance level for (OLC) is medium. Experimentation and dialogue occupied the first and second ranks respectively with a high importance level. The other dimensions acquired medium level, which means there is a need to leverage the importance to reach high levels.

## 2.2. Hypotheses Testing Results

To answer the questions of the study and test the validity of the hypotheses statistics, the researcher used the statistical package (SPSS.20). Before applying the regression test on the research hypothesis, variance inflation factory (VIF) and tolerance have been used to make sure that there is no (multicollinearity) between independent variables and (Skewness) to ensure the validity of data for the regression analysis, and the data follow (normal distributions).

Table (6) summarizes the outcomes of this test. The results show that all the values for (VIF) are less than (10), and the values of tolerance exceed (0.05), which indicate that there is no high link (multicollinearity) between the independent variables and the data follow (normal distribution) by calculating (skewness), taking into account that the data follows a normal distribution if the value of (skewness) is less than (1).

## 2.3. The First Hypothesis

*H01: there is no significant effect of the (OI) and its dimensions (strategic vision, shared fate, appetite for change, "heart", alignment and congruence, knowledge deployment and performance pressure) on the (OLC) and its components:( experimentation, risk taking, interaction with the external environment, dialogue and participation in decision making) in telecommunication companies in Jordan*

Table (7) shows a significant effect of OI and its dimension on OLC because of the high value of calculated (F) which is (25.589) from indexed value on the level of significance ( $\alpha \leq 0.05$ ), and the value of determination value ( $R^2$ ) is (0.607). This means that (60.7%) in the variations in OLC in the studied companies results from a variation in OI and its dimension.

And From following the values of the test (t), the following variables related to (strategic vision, shared fate, Appetite For Change, knowledge Deployment, Performance Pressure) have an impact on OLC, were calculated (t) values reached (0.685, 1.104, 1.924, 5.885, 3.079 ) respectively, are moral values at the level of significance ( $\alpha \leq 0.05$ ), and the value of the estimated effects Beta ( $\beta$ ) of these variables are (0.062, 0.106, 0.154, 0.479, 0.241 ) respectively, and the positive sigma for ( $\beta$ ) indicate a positive relationship between each of these dimensions and OLC.

Results indicated that the dimensions related to (Heart, alignment and congruence) have no impact on OLC since calculated (t) values were (-.867-, 0.351) respectively, are not moral values at the level of significance ( $\alpha \leq 0.05$ ). Thus, we accept partially a null hypothesis for the dimensions of (heart, alignment and congruence), and accept the alternative hypothesis for the dimensions (strategic vision, shared fate, appetite for change, knowledge deployment, performance pressure). *So we conclude that there is no significant impact of OI dimensions including (heart, alignment and congruence) on OLC, whereas there is a significant impact of OI dimensions (strategic vision, shared fate, appetite for change, knowledge deployment, performance pressure ) on OLC.*

**H01.1:** *there is no significant effect of OI and its dimensions on (experimentation) in telecommunication companies in Jordan.*

The table (8) shows a significant effect of OI and its dimension on experimentation because of the high value of calculated (F) which is (7.651) from indexed value on the level of significance ( $\alpha \leq 0.05$ ), and the value of ( $R^2$ ) is (0.316). This means that (31.6%) in the experimentation variation in the studied companies results from a variation in OI and its dimension. Based on the values of the test (t), the following dimensions related to (shared fate, Appetite For Change, knowledge Deployment) have an impact on experimentation, where calculated (t) values reached (2.077, 2.305, 3.507) respectively. These are moral values at the level of significance ( $\alpha \leq 0.05$ ), and the values of ( $\beta$ ) of these dimensions in experimentation are (0.250, 0.252, 0.365) respectively, and the positive sigma for Beta values indicates a positive relationship between each of these dimensions and experimentation.

Results indicated that the dimensions related to (strategic vision, heart, alignment and congruence, performance pressure) have no impact on experimentation since calculated (t) values were (-.370, -1.154, -.995, 0.503) respectively, are not moral values at the level of significance ( $\alpha \leq 0.05$ ). Thus, we accept partially a null hypothesis for the dimensions of (strategic vision, heart, alignment and congruence, performance pressure), and accept the alternative hypothesis for the dimensions (shared fate, appetite for change, knowledge deployment). *So, we conclude that there is no significant impact of OI dimensions (strategic vision, heart, alignment and congruence, performance pressure) on experimentation, while OI dimensions (shared fate, Appetite For Change, knowledge Deployment) have a significant impact on experimentation.*

*H01.2: there is no significant effect of OI and its dimensions on risk taking in the telecommunication companies in Jordan.*

The table (9) shows a significant effect of OI and its dimension on risk taking, because of the high value of calculated (F) which is (8.188) from indexed value on the level of significance ( $\alpha \leq 0.05$ ), and the value of  $R^2$  is (0.331). This means that (33.1%) in the variations in risk taking in the studied companies result from a variation in OI and its dimensions.

Based on the values of the test (t), the following variables related to (strategic vision, shared fate, appetite for change, alignment and congruence, knowledge deployment, performance pressure) have an impact on risk taking, where the calculated (t) values reached (1.353, 1.165, 1.428, 0.822, 2.463, 1.388) respectively, are moral values at the level of significance ( $\alpha \leq 0.05$ ). The values of ( $\beta$ ) of these variables on risk taking are (0.139, 0.139, 0.154, 0.086, 0.254, 0.141) respectively, and the positive sigma for Beta values indicates a positive relationship between each of these dimensions and risk taking.

Results showed that the dimension (heart) has no impact on risk taking since the calculated (t) value was (-1.375) is not a moral value at the level of significance ( $\alpha \leq 0.05$ ). Thus, we partially accept the second sub-hypotheses for the (Heart), and accept the alternative hypothesis for the dimensions (strategic vision, shared fate, appetite for change, alignment and congruence, knowledge deployment, performance pressure). *So we conclude that there is no significant impact of OI and its dimension (Heart) at the level of significance ( $\alpha \leq 0.05$ ) on risk taking, while OI its other dimensions (strategic vision, shared fate, appetite for change, alignment and congruence,*

*knowledge deployment, performance pressure) have a significant impact on risk taking at the level of significance ( $\alpha \leq 0.05$ ).*

H01.3: There is no significant effect of OI and its dimensions on the (interaction with the external environment) in telecommunication companies in Jordan.

The table (10) shows significant effect of OI and its dimension on the interaction with the external environment because of the high value of calculated (F) which is (10.996) from indexed value on the level of significance ( $\alpha \leq 0.05$ ), and the value of ( $R^2$ ) is (0.399). This means that (39.9%) in the variations in interaction with the external environment in the studied companies result from the variation in OI and its dimensions.

Based on the following values of the test (t), the following dimensions related to (shared fate, knowledge deployment, performance pressure) have an impact on the interaction with the external environment. The calculated (t) values reached (1.061, 4.605, 1.851) respectively which are moral values at the level of significance ( $\alpha \leq 0.05$ ). The values of ( $\beta$ ) of these dimensions in interaction with the external environment are (0.120, 0.450, 0.178) respectively. The positive sigma for Beta values indicates a positive relationship between each of these dimensions and an interaction with the external environment.

Results indicated that the dimensions related to (strategic vision, appetite for change, heart, alignment and congruence) have no impact on interaction with the external environment since the calculated (t) values were (-.869, 0.014, 0.517, -.167) respectively which are not moral values. Thus, we partially accept the third sub- hypothesis for the dimensions of (strategic vision, appetite for change, heart, alignment and congruence), and accept the alternative hypothesis for the dimensions (shared fate, knowledge deployment, performance pressure). *So we conclude that there is no significant impact of OI dimensions: (strategic vision, appetite for change, heart, alignment and congruence) on interaction with the external environment at the level of significance ( $\alpha \leq 0.05$ ) while there is a significant impact of OI dimensions (shared fate, knowledge deployment, performance pressure) on interaction with the external environment at the level of significance ( $\alpha \leq 0.05$ ).*

H01.4: there is no significant effect of OI and its dimensions on the (dialogue) in telecommunication companies in Jordan.

The table (11) shows a significant effect of OI and its dimensions on dialogue, because of the high value of calculated (F) which is (10.998) from indexed value on the level of significance ( $\alpha \leq 0.05$ ), and the value of ( $R^2$ ) is (0.399). This means that (39.9%) in the variations in dialogue in the studied companies result from a variation in OI and its dimensions.

Based on the following values of the test (t), the following variables related to (strategic vision, alignment and congruence, knowledge deployment, performance pressure) have an impact on dialogue, where calculated (t) values reached (1.373, 1.354, 3.899, 2.589) respectively, which are moral values at the level of significance ( $\alpha \leq 0.05$ ), and the values of ( $\beta$ ) for these dimensions in dialogue are (0.134, 0.134, 0.381, 0.249) respectively, and the positive sigma for Beta values indicates a positive relationship between each of these dimensions and dialogue.



Results indicated that the variables related to (shared fate, appetite for change, heart ) have no impact on dialogue since the calculated (t) values were (-1.506 , 0.504, -.302 ) respectively, which are not moral values at the level of significance ( $\alpha \leq 0.05$ ). Thus, we partially accept the fourth sub-hypothesis for the dimensions of (shared fate, appetite for change, heart), and accept the alternative hypothesis for the dimensions (strategic vision, alignment and congruence, knowledge deployment, performance pressure). *So we concluded that there is no significant impact of OI dimensions (shared fate, appetite for change, heart) on dialogue at the level of significance ( $\alpha \leq 0.05$ ), while OI dimensions (strategic vision , Alignment and Congruence , knowledge Deployment , Performance Pressure) have a significant impact at the level of significance ( $\alpha \leq 0.05$ ) on dialogue.*

H01.5: there is no significant effect of OI and its dimensions on the (participation in decision making) in telecommunication companies in Jordan.

The table (12) shows a significant effect of OI and its dimensions on the participation in decision making, because of the high value of calculated (F) which is (9.811) from indexed value on the level of significance ( $\alpha \leq 0.05$ ), and the value of ( $R^2$ ) is (0.372), which means that (37.2%) in the variations in participation in decision making in the studied companies result from the variation in OI and its dimensions.

Based on the following values of the test (t), the following variables related to (strategic vision, appetite for change, knowledge deployment, performance pressure) have an impact on participation in decision making, were calculated (t) values reached (0.622, 1.150, 2.848, 2.797) respectively, which are moral values at the level of significance ( $\alpha \leq 0.05$ ), and the values of the estimated effects ( $\beta$ ) of these variables in participation in decision making are (0.062, 0.120, 0.284, 0.275) respectively, and the positive sigma for Beta values indicates a positive relationship between each of these dimensions and the participation in decision making.

Results indicated that the variables related to (shared fate, heart, alignment and congruence) have no impact on participation in decision making, since the calculated (t) values were (0.042, -.111 , 0.221) respectively, which are not moral values at the level of significance ( $\alpha \leq 0.05$ ). Thus, we partially accept the fifth sub-hypothesis for the dimensions of (shared fate, heart, alignment and congruence), and accept the alternative hypothesis for the dimensions (strategic vision, appetite for change, knowledge deployment, performance pressure).

*So we conclude that there is no significant impact OI dimensions:(shared fate, heart, alignment and congruence) on participation in decision making at the level of significance ( $\alpha \leq 0.05$ ), while OI dimensions(strategic vision , Appetite For Change, knowledge Deployment , Performance Pressure) have significant impact at the level of significance ( $\alpha \leq 0.05$ ) on participation in decision making.*

### 3. RESULTS AND RECOMMENDATIONS

-The results of the study showed that there is a total effect of OI and its dimensions on OLC and its dimensions.

-The results showed that the importance level for (OI) is medium, and all its dimensions achieved a medium level except the (strategic vision) dimension which occupied the first rank with a high importance level. Based on this result, the researcher recommended for the managers in the studied companies to leverage the importance of OI so as to reach a high level through concentrating on other dimensions which were in medium level through increasing interest in:

Enhancing the participation in planning and all kinds of evaluations, supporting sharing information, enhancing employees' loyalty, commitments and engagement, reviewing managerial practices and relationships to become more democratic, supportive toward the employees and teams and make them empowerment-oriented. Focusing more on innovation and creativity in the domain of their business through increasing responsiveness toward business environments needs, restudying and analyzing the procedures to be a means rather than a goal. To create awareness and commitment toward change as a contentious process, motivating employees toward achievement and make them exceed their abilities and competences, giving high attention to the equity matter in compensations, supporting cooperation and coordinated efforts, rather than inter-unit conflict. as well as enhancing knowledge-sharing cultures. Managers should reconsider themselves ideal models in their employees' eyes through showing commitment, energy, enthusiasm, and optimism.

-The results showed that the total importance level for (OLC) is medium while experimentation and dialogue achieved a high level, they occupied the first and second ranks respectively. Other dimensions acquired a medium level. So, the researcher recommended that the managers to leverage the importance level of (OLC) to high level through enhancing and improving other dimensions- beside (experimentation) and (dialogue) which are already good- through encouraging employees to risk taking and enhancing environmental scanning to support the availability of information, and the high responsiveness to the all companies stakeholders, as well as encouraging employees' participation in decisions making.

-In the domain of future researches: the researcher recommended the application of the same research variables by studying other dimensions for OI and OLC which this study excluded, and to exert efforts in applying the same variables studied in this research in other sectors like universities, governmental agencies, industrial companies, and so on for the sake of conducting comparative studies. The researcher also suggests to study OI while including other variables in Jordanian environment such as innovation, job satisfaction, knowledge management, emotional intelligence, and other topics which were examined in foreign countries. Finally, the researcher believes that any failure to find any significant effects of some of OI dimensions and OLC dimension could have resulted from the fact that they could have been mediated and be affected by other factors such as organizational climate and other demographic factors that deserve to be investigated in a future studies.

#### **4. STUDY LIMITATIONS**

The respondents' complaint from the long questionnaire and the high accuracy level in the questions, which consume more time in filling it. The random sample consisted of employees from

telecommunications companies in Jordan. Therefore, the extent to which the results found here can be generalized beyond this particular sample to other organizations is unknown, finally, a questionnaire was used as a major instrument to achieve the objectives of this study.

**Table-1.**Dimensions and Measurement of Organizational Intelligence

Source	Dimensions and measurement of organizational intelligence:
Minch model Cited in Zarei Matin <i>et al.</i> (2010)	aim-oriented behaviors ,organizational information base and access to it, selecting proper actions and managing them , monitoring the results of the actions
Jung (2009)	OI is based on the combined ability of three organizational assets: Human Capital (HC) refers to the human resources within the organization. Organizational Capital (OC) is the available assets, tangible and intangible assets excluding HC. Relational Capital (RC) is the combinations of human capital and organizational capital, to perform a specific organizational activity.
Matsuda's OI approach Cited in Unland (1994)	Organizational product intelligence is all levels of structured information, including: data, information and intelligence. Organizational process intelligence is the complex integration intelligences of both human and machine, including: Organizational memory, Organizational cognition, Organizational learning, Organizational communication and Organizational inference.
Halal's model (Halal, 1998)	organizational structure, culture, stakeholder relationships and knowledge management strategic processes.
(Adrianis <i>et al.</i> , 2012) model	Systemic thinking through (personal mastery, mental models, shared vision, and team learning. Knowledge management through (organizational culture, technology, human resources, and business intelligence. Environmental scanning using monitoring techniques such as benchmarking, market research, and forecast scenario. Innovation through relying on the principles of innovation.
Simic model (Simic, 2005)	organizational learning, organizational memory, organizational knowledge, organizational communication, and organizational conclusion.
Karl Albrecht's Model (Albrecht, 2002).	Strategic vision, shared fate, Appetite for change, "heart," Alignment and congruence, knowledge deployment, performance pressure.
Kull model Cited in Meshkani <i>et al.</i> (2012)	static and dynamic organizational intelligence is evaluated throughout five sub-systems: structural design, cultural identity, stakeholder ecology, intellectual capital, and the interpretative map.

(source: researcher preparation in the light of literature reviews)

**Table-2.** Components and Dimensions of Organizational Learning Capabilities

Chiva <i>et al.</i> (2007)	Experimentation, participative decision making, dialogue, interaction with external environment
Gómez <i>et al.</i> (2004)	Knowledge transfer and integration, learning commitment, systems thinking, openness and experimentation.
DiBella <i>et al.</i> (1996)	Knowledge acquisition, knowledge transfer& sharing, and knowledge utilization.
Nevis <i>et al.</i> (1995)	Leadership & managerial commitment, knowledge scanning, continuous education, climate of openness& operational variety
	<i>Continue</i>
Ulrich <i>et al.</i> (1993)	Managerial commitment & knowledge transfer
Goh and Richards (1997)	knowledge transfer, teamwork & leadership commitment
Bhatnagar (2006)	Strategy, organizational norms such as culture, leadership, organization structures.
Crossan <i>et al.</i> (1999)	Intuiting (experiences, images, interpreting language, cognitive maps),integrating( interactive systems, shared understanding) and institutionalizing (norms, rules& procedures)

Source: (Deshpande, 2012)

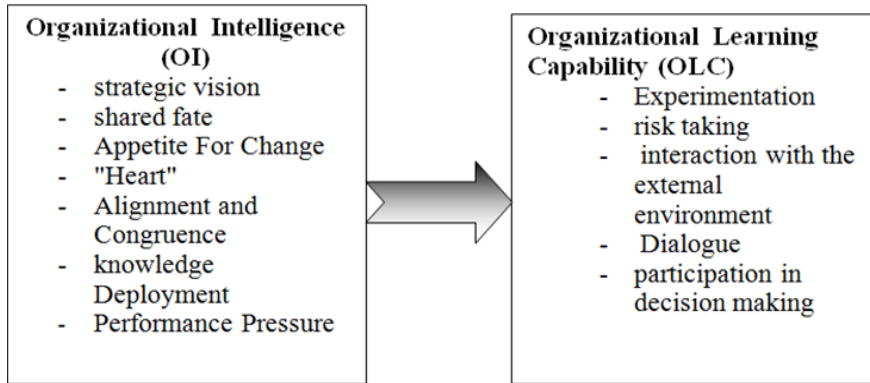


Figure-1. proposed research model

Table-3. Description of the study sample properties

variable	variable categories	number	percentage
gender	female	54	43.5
	male	70	56.5
education	P.H.D	3	2.4
	Master	16	12.9
	Bachelor	92	74.2
	Diploma	13	10.5
Current job experience years	less 1 year - less 2 years	54	43.5
	2 years - less than 4 years	51	41.1
	4 years - less than 6 years	12	9.7
	6 years and more	7	5.6
age	30 years and less	81	65.3
	31 years - less than 36	26	21.0
	36 years - less than 41	8	6.5
	41 years - less than 45 years	8	6.5
	45 years and more	1	.8
Managerial level	top manager	11	8.9
	middle manager	38	30.6
	executive manager	75	60.4

(n=124)

Table-4. Means and Std. Deviation for (OI) and its dimension

The variable and the dimensions	Mean	Std. Deviation	ranking	The importance level
strategic vision	3.7627	0.58545	1	high
shared fate	3.5737	0.63679	5	medium
Appetite For Change	3.5818	0.69609	4	medium
"Heart"	3.4447	0.74781	7	medium
Alignment and Congruence,	3.6406	0.62216	3	medium
knowledge Deployment	3.6740	0.65188	2	medium
Performance Pressure	3.5012	0.66696	6	medium
OI totally	3.5969	0.51834		medium

(n=124)

**Table-5.** Means and Std. Deviation for (OLC ) and its dimension

The variable and the dimensions	Mean	Std. Deviation	ranking	The importance level
experimentation	3.7944	0.93054	1	high
risk taking	3.5403	0.91642	3	medium
interaction with the external environment	3.4946	0.91013	4	medium
dialogue	3.7218	0.79519	2	high
participation in decision making	3.3522	0.97141	5	medium
OLC totally	3.5806	0.67167	-----	medium

(n=124)

**Table-6.** Variance inflation factor testing, Tolerance and Skewness

The dimensions of the (OI)	( Skewness)	(VIF)	(Tolerance)
strategic vision	-.271-	1.831	0.546
shared fate	-.121-	2.458	0.407
Appetite For Change	-.094-	2.023	0.494
"Heart."	-.335-	2.966	0.337
Alignment and Congruence,	-.287-	1.899	0.527
knowledge Deployment	-.543-	1.839	0.544
Performance Pressure	-.290-	1.786	0.560

(n=124)

**Table-7.** multiple regression to test the impact of OI and its dimensions on OLC totally

Sig*	Calculated T	$\beta$		Sig*	DF	Calculated F	Determination value (R <sup>2</sup> )	(R)	Dependent Variable	
0.495	0.685	0.062	strategic vision	0.000	7	25.589	0.607	0.779	OLC	
0.272	1.104	0.106	shared fate		116					Regression
0.057	1.924	0.154	Appetite For Change		123					Total
0.388	-.867-	-.078-	"Heart"							
0.727	0.351	0.030	Alignment and Congruence,							
0.000	5.885	0.479	knowledge Deployment							
0.003	3.079	0.241	Performance Pressure							

(n=124)

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )**Table-8.** multiple regression analysis to test the impact of OI and its dimensions on experimentation

Sig*	Calculated T	$\beta$		Sig*	DF	Calculated F	Determination value R <sup>2</sup>	(R)	Dependent Variable	
0.712	-.370-	-.038-	strategic vision	0.000	7	7.651	0.316	0.562	experimentation	
0.040	2.077	0.250	shared fate		116					Regression
0.023	2.305	0.252	Appetite For Change		123					Total
0.251	-1.154-	-.153-	"Heart."							
0.322	-.995-	-.105-	Alignment and Congruence,							
0.001	3.507	0.365	knowledge Deployment							
0.616	0.503	0.052	Performance Pressure							

(n=124)

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

**Table-9.** multiple regression analysis to test the impact of OI and its dimensions on risk taking

Sig*	Calculate T	$\beta$		Sig*	DF	Calculate F	Determinati on value R2	(R)	Dependent Variable	
0.179	1.353	0.139	strategic vision	0.000	7	8.188	0.331	0.575	risk taking	
0.246	1.165	0.139	shared fate		116					Regression
0.156	1.428	0.154	Appetite For Change		123					Total
0.172	-1.375-	-0.180-	"Heart."							
0.413	0.822	0.086	Alignment and Congruence,							
0.015	2.463	0.254	knowledge Deployment							
0.168	1.388	0.141	Performance Pressure							

(n=124)

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )**Table-10.** Results of multiple regression analysis to test the impact of OI and its dimensions on interaction with the external environment

Sig*	Calculated T	$\beta$		Sig*	DF	Calculated F	Determination value R2	(R)	Dependent Variable	
0.387	-0.869-	-0.085-	strategic vision	0.000	7	10.996	0.399	0.632	interaction with the external environment	
0.291	1.061	0.120	shared fate		116					Regression
0.989	0.014	0.001	Appetite For Change		123					Total
0.606	0.517	0.064	"Heart."							
0.868	-0.167-	-0.017-	Alignment and Congruence,							
0.000	4.605	0.450	knowledge Deployment							
0.067	1.851	0.178	Performance Pressure							

(n=124)

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )**Table-11.** Results of multiple regression analysis to test the impact of OI and its dimensions on dialogue

Sig*	Calculated T	$\beta$		Sig*	DF	Calculated F	determination value R2	(R)	Dependent Variable	
0.172	1.373	0.134	strategic vision	0.000	7	10.998	0.399	0.632	dialogue	
0.135	-1.506-	-0.170-	shared fate		116					Regression
0.615	0.504	0.052	Appetite For Change		123					Total
0.763	-0.302-	-0.037-	"Heart."							
0.178	1.354	0.134	Alignment and Congruence,							
0.000	3.899	0.381	knowledge Deployment							
0.011	2.589	0.249	Performance Pressure							

(n=124)

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )**Table-12.** Results of multiple regression analysis to test the impact of OI and its dimensions on participation in decision making

Sig*	Calculated T	$\beta$		Sig*	DF	Calculated F	Determination value R2	R	Dependent Variable	
0.535	0.622	0.062	strategic vision	0.000	7	9.811	0.372	0.610	participation in decision making	
0.967	0.042	0.005	shared fate		116					Regression
0.252	1.150	0.120	Appetite For Change		123					Total
0.912	-0.111-	-0.014-	"Heart."							
0.825	0.221	0.022	Alignment and Congruence,							
0.005	2.848	0.284	knowledge Deployment							
0.006	2.797	0.275	Performance Pressure							

(n=124)

\* Statistically significant at the level of significance ( $\alpha \leq 0.05$ )

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