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A STUDY ON THE RELATIONSHIP BETWEEN ORGANIZATIONAL INTELLIGENCE AND ORGANIZATION AGILITY IN TEHRAN UNIVERSITY OF MEDICAL SCIENCES

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ABSTRACT

Intelligence in organization can be considered as a process for collecting, analyzing, employing and distributing information from inside and outside of organization in order to achieve competitive advantage. Many studies have been conducted on the results of the improvements of organizational intelligence, but none of them examines the effects of organizational intelligence on agility services. The aim of the present study is to fill the existing research gaps. Research population is all of the employees of Tehran University of Medical Sciences. The sample size was estimated 164 people using Morgan table. Data was collected using questionnaire and based on a convenience sampling plan. Additionally, Agility model of Yusuf et al. (1999) and Albrecht (2003) organizational intelligence model were used to examine the relationship between two construct. Data were analyzed using SPSS, and AMOS. Results of structural equation modeling showed a significant and positive relationship between organizational agility and organizational intelligence in the Tehran University of Medical Sciences.

Keywords: Organizational agility, Organizational intelligence, Flexibility, Knowledge, Tehran university of medical sciences.

Contribution/ Originality

This study contributes in the existing literature by providing a structural model of organizational intelligence and organizational agility in the context of Medical Science Universities in Iran. It has confirmed the proposed relationships among the research variable to enhance our perceptions on the organizational intelligence in the framework of organizational agility.

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1. INTRODUCTION

A current organizational feature could be predominance of organization agility and flexibility is the excess of knowledge. The increasing organizational information and the necessity of it in organization decisions caused to the appearance of knowledge management.

This requires planning, organizing, leading and monitoring of organizational knowledge management as well as the current efficient and effective knowledge process (Marr and Neely, 2002). The current world development caused to attract the managers and analysts attention to the intellectual property of organizations more than before and the organizational intelligence is considered as intelligence design of processes, tools, etc., with the intention of increasing modernization or improve the use of knowledge in each of the three elements of intellectual capitals including the structural, social and human (Ruhan *et al.*, 2009).

Organizational intelligence lays emphasis to identify the knowledge and presenting it as a method that can be shared officially and to be used again. Interestingly, the success of businesses depends on the strength of the relatively few intellectual knowledge workers who are highly competent.

This group is individuals who are planning, organizing, leadership, management, analysis, conceptualization, strategy making, decision making, innovation, training, advice and ideas to make explanations (Ruhan *et al.*, 2009). Importantly, the success of the organization depends on their ability to identify customer needs, and provide fast and affordable services in accordance with the requirements. Today, the agility is considered as dominant paradigm in the third millennium and as the best option for survival of organizations which is considered by the general manufacturing and service organizations.

Following this consideration, some efforts have run to achieve the desired level of organizational agility. Agility only is achieved by hierarchical integration of customers in the context of the organization's internal and external environment. This is done by having a comprehensive view towards advanced technology in manufacturing organizations with their internal capabilities and also using the information technology (Ramesh and Devadasan, 2009).

Agility process could be considered the personnel and organizational performance, the value of products and services, and the continued change in the opportunities of attracting customers and it requires permanent readiness to address the fundamental and surface changes. Government organizations as well as other private organizations were enjoyed the necessity of agility, so that the increasing rate of information in this area and also the necessity of it in organizational decisions during recent decade caused to appeared a phenomena named government agility (Prince and Kay, 2003).

These developments have led to increased attention to the importance of improving enterprise agility than ever before. Obviously one of the factors is the employee's situation and their collective intelligence. So the main question is how the organization intelligence influences on organizational agility in any of the employees of Tehran University of Medical Sciences. Accordingly, this study pursues two major aims: 1) to investigate the relationship between organizational intelligence and organizational agility in Tehran University of Medical Sciences, and 2) provide solutions for improving organizational agility based on organizational intelligence.

This research could theoretically fill the gap of recent researches in the agility infrastructures. The recent researches have presented or improved the agility measurement model and never seen it in the perspective of knowledge management. This study has tried to develop the content literature of agility and its infrastructures in the form of new concept by utilizing and integrating both models of Albrecht (2003) organizational intelligence and Yusuf *et al.* (1999) enterprise agility.

2. THEORETICAL BACKGROUND

2.1. Albrecht's Organizational Intelligence Model

According to Albrecht (2003) coined the concept of organizational intelligence, the same intelligence consists of seven dimensions. Each of the seven dimensions of organizational intelligence contains a set of behaviors, structural characteristics, processes or specific way they function. Each of these characteristics has their own causes or history.

Records may include organizational structures, competitive leadership, products and processes to suit the needs of the business environment, interrelated missions, clear goals, core values and policies which define the rights and functions of the staff as well. In each of these dimensions can be identified multiple records to increase the elements of organizational intelligence in their maximum level. The seven dimensions are including as below (Sattari, 2007):

A) Strategic vision: Every organization requires an idea, a concept, an organizing principle or a definition of what it is to search.

B) The common fate: all individuals in an organization, including stakeholders such as suppliers and partners and sometimes family of members need to know what is their mission.

C) Tendency toward change: reflects the challenges and exciting opportunities for new experiences and the chance to achieve something new. This enthusiasm requires to be so great that we adapt to the types of changes we can implement our strategic vision.

D) Morale: aside from the common fate, consent included to accept doing something more than what is specified standards.

E) Alignment and consistency: Any group of more than a dozen people will conflict without any set of performance rules.

F) Knowledge expansion: Nowadays numerous companies are directed toward the success or failure because of the effective use of knowledge, information and data.

G) Operation pressure: The awareness of executive directors and experts about organizational performance, strategic objectives and outputs is not enough. Everyone should own a smart organization of propositions to be performed, the feeling that this could be and what should be aware of the permanence and validity of its objectives.

Figure-1. Albrecht (2003)

2.2. Agility model of Yusuf *et al.* (1999)

Agility is a comprehensive capability for the business units which includes organizational structures, information systems, and support processes. Agility as a manufacturing philosophy (the next generation of manufacturing systems) embraces the organizations in all economic sectors compete. Yusuf *et al.* (1999) presented a model for agile manufacturing, which includes four basic concepts as follows:

A) The management of core competencies: core competencies of human sources are skills, knowledge, attitudes and experiences. Core competencies should lead to the following three conditions because of strategic importance and its long-term interests:

• Acceptability of risk

• To achieve a broad understanding of the markets

• Enrichment of the customer values in the final product, so it is difficult for competitors to copy products

B) Virtual organization: the virtual enterprise has used with different meanings in agile manufacturing. Here, it means a joint venture with other companies that fundamental competency of the few companies selected then combined into a single phenomenon.

C) Capability for Restructuring: agile organizations easily make the noticeable change in focus, diversification and forming their business to accelerate the attainment of a special purpose, so that it can present opportunities for organizations.

D) Knowledge driven enterprise: information and knowledge in the firms are in hand of labor and briefly it can be said that this idea is superior in such organizations that knowledge is power.

Figure-2. Agility model of Yusuf *et al.* (1999)

Yusuf *et al.* (1999) stated that agility is obtained only by hierarchical integration of customers needs in the context of the organization's internal and external environment. This is achieved through an extensive perspective towards advanced technology of manufacturing organizations with their internal capabilities and the application of information systems technology. The researchers introduced a total of 32 enablement factors based their study of the theoretical literature and field studies due to four key competencies , virtual organization , the ability to re structure, the knowledge driven enterprise . The assumption is that these empowerment factors are important dimensions of agility and will show the general behavior of an organization. The following table identifies factors which have introduced by Yusuf *et al.* (1999) briefly.

Table-1. Components of agility in the organization (Yusuf *et al.*, 1999)

Related characters	Components dimensions
Simultaneous execution of the activities Consolidating Employees access to information	Merger and integration
Redesigned of functions and infrastructure Capabilities of multiple partnerships	Competency
Decentralized decision making Empowering People at teamwork Inter function teams Teams on Company borders	The teams work
Awareness of new technologies Leadership and excellence in the use of current technology Increasing knowledge and skills of technology Flexible production technology	Technology
	Continue

Observe the quality in all product lifecycle products with added value Short development cycle	Quality
culture change , continuous improvement	Change
A relationship based on trust to customers and suppliers Participation and collaboration	Cooperation
strategic relationships with customers Close relationships with suppliers Response to changing market requirements Introducing new products Innovations based on customer Customer Satisfaction	Market
training and the continuous development Learning Organization Multi-skilled and flexible staff	Education
Employee satisfaction	Welfare

3. EMPIRICAL BACKGROUND

Lin *et al.* (2006) identified the dimensions would lead to achieving the agility in manufacturing organizations. The four pillars of research including collaborative (Strategy), process integration (fundamental), data integration (infrastructure), and marketing/customer sensitivity (mechanism) deemed necessary for agile manufacturing organizations. Holsapple and Li (2009) introduced two factors: 1) awareness of the scope and strategic foresight and System vision, and 2) the accountability of measurement dimensions, collaboration and integration, organizational learning, and the reorganization for agility. Chan and Tong (2009) investigated the difference between agility and discipline and mentioned five basic factors to be selected in order to reach to success as below. In fact the fewer individuals lead to less critical production, dynamic environment, with greater and more specialized staff which direct the organization toward agility and otherwise led to the systematic nature.

Table-2. Factors affecting the choice of agility and discipline in the organization (Chan and Tong, 2009)

Order	Agility	Factor
For great team and products. Hardly suitable for small projects	It can be used for small production and teams. Relying on the knowledge and talent	Employees' size
For most critical production	for simple design with low complexity and lack of documents	Criticality
For stable environments	For dynamic environments	Dynamics
Need to part-time staff in projects	The need for skilled professionals with full-time	Employees
Cultural promotion when people have jobs and roles are defined	Culture promotion when people feel that they have been empowered by the freedom in their work	Culture

Lin *et al.* (2006) , in their study uses fuzzy logic to measure and improve supply chain agility in a Taiwanese company. MCDM approach using fuzzy agility index was developed. This criteria proposed by Yusuf *et al.* (1999). in regard to agility empowerment rate, to assess the company's supply chain agility, and it is expressed in the form of average weighted fuzzy. The agility drivers

of this study are market changes, changes in competition, changes in customer preferences, technology changes and changes in social factors. Dahmardeh *et al.* (2010) identify the drivers of agility and their evaluation in the cement industry. In this study , agility stimulus was classified into five major groups, namely: 1) changes in the market, 2) changes in competing criteria, 3) changes in customer requirements, 4) changes in technology, and 5) changes in the socio/political/ economic. Suresh *et al.* (2009) considered responding to change is one of the main reasons for the success of the companies and in this regard the leader role is very important. According to their study, leader to manage change in the organization must understand how each organizational level to be responsive to change. Agarwal *et al.* (2007) stated that in response to environmental changes should be go farther and try to make demand in customers using the new goods and service. According to the researchers, organizations must have the agility in their strategies and must state the meaning of strategic agility. Agility of their enterprise strategy compared with cats walking on walls, which coordinate themselves mentally and physically with this position. Their concept of strategic agility in organizations is consistent with cats that they have the speed and flexibility features. This research includes five dimensions of strategic agility such as change forecasting, build trust and empathy, initiative, the liberalization of thought and evaluation results. Moron *et al.* (2009) identified the empowerment factors of agility in the company's supply chain .They introduced three factors such as the relationship to partners, IT and the relationship to competitors as basic factors to reach business agility. Van Hoek *et al.* (2001) offered a conceptual model for the study of 200 companies to achieve supply chain agility. The scope of this research to achieve agility in an organization mentioned are 1) the integration process, 2) the virtual integration, 3) network integration, 4) Coordination Network, 5) market sensitivity, and 6) the sensitivity scale. Ojha (2008) also presented a comprehensive model of strategic agility in which the strategic agility of the six main channels of knowledge, virtual integration, tends to change business continuity planning program, participation, fluid, and formation of market intelligence is.

Literature review shows that the relationship between models of organizational agility and intelligence, there is no study is made. Albrecht (2003) considers the organizational intelligence as the capacity of an organization to mobilize the intellectual capacity that is available, and focus it has to achieve their missions and the law provides as follows: when an intelligent individuals gather in an organization with each other, they will have collective tendency towards low intelligence. He proposed the model of intelligence that included seven characteristics such as tendency toward change, common fate, knowledge, performance pressure, alignment and consistency, strategic vision and moral. Goleman (1995) found that organizational intelligence increases the performance management and team work in various areas. The capacity of organizational intelligence can determine the mental-physical health with career progression in individuals. Schwaninger (2001) states the activities, structure, behavior, and insight as essential four basic pillars of organization intelligence. He says that being lean, fast and powerful is simply not enough to be the issue is getting smarter. According to him, the ability required to become smarter are: adaptation, learning and self change. Mendelson and Ziegler (2007) showed that organizational intelligence has a strong impact on financial performance. Organizations that have high organizational intelligence will enjoy more progress and profits. Also, external data capture

and are confident that the right decisions in organizations are adopted. Cakir and Ada (2008) conducted a study to determine the effects of strategic analysis (Strengths, Weaknesses, Opportunities and Threats) of organizational intelligence. The researchers have measured the intelligence by using the Multidimensional Scale of Intelligence with dimensions such as agile in action and reaction, adapting to different conditions, while maintaining the comfort and flexibility of actors, use of imagination, predict, communicate effectively with colleagues, and find solutions to problems were emerging. Sattari (2007) has studied the relationship between knowledge management and organizational intelligence, learning organization and its components in Esfahan Steel Company. The results showed that there is a significant positive correlation among all the components of these systems for knowledge management and organizational intelligence. In this realization, the researchers collected data .A questionnaire was used for organizational learning and organizational intelligence. The results showed that the dimensions of organizational intelligence: strategic vision, common fate , a desire to change, moral , unity , knowledge application and pressure to function in both groups (staff and faculty) have a significant positive relationship with organizational learning . Variables of common fate, a desire to change and morale were both greater percentage of explained variance in organizational learning. Keivanara (2011) determine the relationship between KM components and dimensions of organizational intelligence in the School of Isfahan University of Medical Sciences. The results indicate that the components of knowledge management and organizational intelligence are below average levels and are observed a significant correlation between the component scores of knowledge management and organizational intelligence.

4. HYPOTHESIS DEVELOPMENT

The following hypotheses are mentioned based on Albrecht (2003) and agility model of Yusuf *et al.* (1999) and also due to the history of empirical studies about both organizational intelligence and agility as below:

H1: organizational intelligence has positive significant effect on integrity in Tehran University of Medical Sciences.

H2: Organizational Intelligence has significant positive impact on the competence dimension of Tehran University of Medical Sciences.

H3: Organizational Intelligence has significant positive impact on the team work, in Tehran University of Medical Sciences.

H4: Organizational Intelligence has significant positive impact on the IT in Tehran University of Medical Sciences.

H5: Organizational Intelligence significant has positive impact on the quality of Tehran University of Medical Sciences.

H6: Organizational Intelligence has significant positive impact on the change dimension in the Tehran University of Medical Sciences.

H7: Organizational Intelligence has significant positive impact on the participation of Tehran University of Medical Sciences.

H8: Organizational Intelligence has significant positive impact on the market in Tehran University of Medical Sciences.

H9: Organizational Intelligence has significant positive impact on the education and welfare of students in Tehran University of Medical Sciences.

5. METHODOLOGY OF RESEARCH

This is a descriptive-applied survey which has been conducted in measuring method. The statistical population is all employees of Tehran University of Medical Sciences. Morgan table was used to determine the sample size. According to this table, sample size was 298 individuals and 164 employees, respectively. Samples were available in this study have been used. Tools for data collection were the questionnaire of two-part contains questions about organizational intelligence and organizational agility. Questionnaire has 68 questions. The first part evaluates the changing organizational intelligence. The questions in this section according to Albrecht (2003) were designed. This model has 7 dimensions of the 36 questions. The second part of the questionnaire modeling was used by using the sixteenth edition of AMOS software. Estimates of the overall parameters measurement model are based on Maximum Likelihood (ML). In this study, indicators χ^2, GFI, AGFI, CFI, AIC, TLI, RMSEA were used. The smaller values of χ^2 indicate a good fit of the model. Some sources suggest that the ratio of chi square to degrees of freedom should be less than three. If the obtained GFI is closer to1, the model will be more appropriate. Appropriate value for GFI or an index is similar to AGFI will be a value that is closer to one. CFI comparative fit index of Bentler as well known as it is close to one indicates a good fit (Hair *et al.*, 2006). AIC or the index of the maximum likelihood estimates to compare different models on a set of questionnaires is a good index. A model with a lower value is a more fitted model. TLI index or [1] Non-Normed Fit Index indicates the 95 / 0 or larger as the suitability of the model. Acceptable value of the RMSEA values is less than 0.08. In addition to the above parameters, the values for questions or items under loadings and measurement error exists. Loading factors indicate the correlation. Positive load indicates the nature of the underlying latent factor and negative load factor represents that it's not what's agent, helps to interpret. No matter how much bigger it is, the interpretation should be given more weight to it Hair *et al.* (2006).

Evaluates organizational agility. Questions on this part of the study is designed based on Yusuf *et al.* (1999). This section also has 9 dimensions of the 32 questions. Spectrum used in the questionnaire is seven- item Likert (strongly agree to strongly disagree). Analysis of data is done in two steps. Firstly, the reliability and validity of assessment tools are examined in order to test the hypotheses and then measured the structural model to test statistically. Firstly, to verify the validity of questionnaire, the confirmatory factor analysis was used. Convergent validity and discriminate validity are two types of test validity. Convergent validity of this measure will be used to check the validity. Convergent validity indicates that the items can represent their corresponding factor. If the values of loadings factor are greater than 0.7, indicating the desirability of convergent validity (Kline, 1998). To determine the reliability of the questionnaire, Cronbach's alpha coefficient was used. If the alpha value is greater than 0.7, the reliability of the questionnaire is satisfied (Hair *et al.*, 2006). Secondly, in order to approve or reject the hypothesis and model, the structural equation

6. FINDINGS

Results showed that female respondents are almost double the number of men and women make up more than 60 percent of respondents. Education level of most respondents is MS (60.4%) and only 10 patients (6.1%) of the respondents have a diploma level and lower. Job history of majority of respondents is 15 years and older (35.4 %), so it can be said that the respondents have high service records. Among the respondents , 78 people have hired officially , then 52 people are employed on a contract basis and the remaining 31 patients form alliance were working , so most of the respondents have been hired officially . Most of those respondents aged 30 to 35 years, meaning that 31.7% of respondents aged between 30 and 35 years. 72.2 % of respondents were married, and the majority of respondents (52.6%) are working in the administrative field. Table 1 indicates mean, standard deviation, and coefficient alpha load factor variables. As can be seen, the coefficient alpha for all variables is greater than 0.7, which indicates the reliability of the instrument is required. All load factors were above the acceptable level of 0.7 indicates adequate convergent validity. According to Table 3, integrity, partnership, and marketing have dedicated the highest average among the nine dimensions of organizational agility to themselves. In addition, among the dimensions of organizational intelligence, the highest average order is determined for performance pressure, common fate, and strategic vision respectively.

Table-3. Descriptive statistics, factor loads and Croanbach's coefficient

Croanbach	ST	Mean	t-value	Factor load	Question	factor
Dimensions of agility						
0.761	.69065	3.1546	-	1.000	S3	Integrity
			4.682	1.256	S2	
			3.800	.848	S1	
0.710	.72968	2.8918	-	1.000	S5	Competency
			5.069	.992	S4	
0.836	.84247	2.8814	-	1.000	S8	Team making
			9.552	1.089	S7	
			6.825	.820	S6	
			6.900	.855	S9	
0.873	.80386	2.9356	-	1.000	S13	Technology
			8.861	1.315	S12	
			8.281	1.153	S11	
			7.094	.967	S10	
0.853	.77113	2.7912	-	1.000	S17	Quality
			8.042	1.125	S16	
			7.587	.877	S15	
			8.072	.914	S14	
0.829	.98681	2.7216	-	1.000	S19	Changes
			10.538	.887	S18	
0.801	.81141	3.0490	-	1.000	S20	Cooperation
			7.400	.916	S21	
			6.755	.797	S22	
			6.714	.784	S23	
0.753	.72799	3.1366	-	1.000	S27	Market

Croanbach	ST	Mean	t-value	Factor load	Question	factor
			4.743	.894	S26	
			5.687	1.220	S25	
			6.132	1.321	S24	
0.857			-	1.000	S31	
			13.237	1.090	S30	Welfare &education
	.89722	3.0000	7.444	.711	S29	
			7.687	.646	S28	
			10.113	1.067	S32	
Dimensions of organizational intelligent						
0.859			-	1.000	S6	
			5.431	.786	S5	
	.75155	2.8746	4.831	.767	S4	Strategic view
			5.247	.804	S3	
			4.727	.804	S2	
			4.031	.610	S1	
0837			-	1.000	S12	
			8.369	.835	S11	
	.75094	2.8969	7.376	.734	S10	Common fate
			6.247	.736	S9	
			8.322	.945	S8	
			8.684	.901	S7	
0.903			-	1.000	S17	
			7.440	1.125	S16	Tendency toward change
	.89547	2.6144	7.486	.928	S15	
			7.829	.957	S14	
			7.639	1.015	S13	
0.881			-	1.000	S24	
			4.951	.637	S23	
			5.630	.724	S22	
	.84906	2.7599	8.380	1.077	S21	Moral
			8.183	1.119	S20	
			8.640	1.204	S19	
			8.453	1.040	S18	
0.842			-	1.000	S29	
			6.410	.859	S28	
	.80052	2.7711	5.640	.773	S27	Alignment
			4.648	.637	S26	
			6.901	1.025	S25	
0.808			-	1.000	S33	
	.84317	2.7500	6.013	1.855	S32	Knowledge application
			6.303	1.744	S31	
			6.422	1.856	S30	
0.759			-	1.000	S36	
	.83464	2.9313	5.599	.944	S35	Function pressure
			5.758	1.003	S34	

In order to achieve the objectives, the structural equation modeling (SEM) was used. In this study, the chi-square value with degrees of freedom equal to 118.466 99 (1.197) is located in the

desirable range. Goodness of fit indices (GFI =0.964, NFI = 0.913, CFI =0.921, TLI =0.981, IFI = 0.985, RFI =0.901) has acceptable values and is significant at the 5% level. RMSEA value of 0.045 was less than optimal levels (less than 0.08). Indeed, the results of the SEM model represent a perfect fit research. Figure 3 shows standardized regression coefficients of the structural model.

Results of hypotheses testing of research are summarized in Table 4. As you can see, all the proposed relationships were confirmed (P≤0.05). In fact, organizational intelligence has significant effect on agility dimensions including integrity, competence, Team making, technology, quality, variations, partnering, marketing, welfare and training in Tehran University of Medical Sciences.

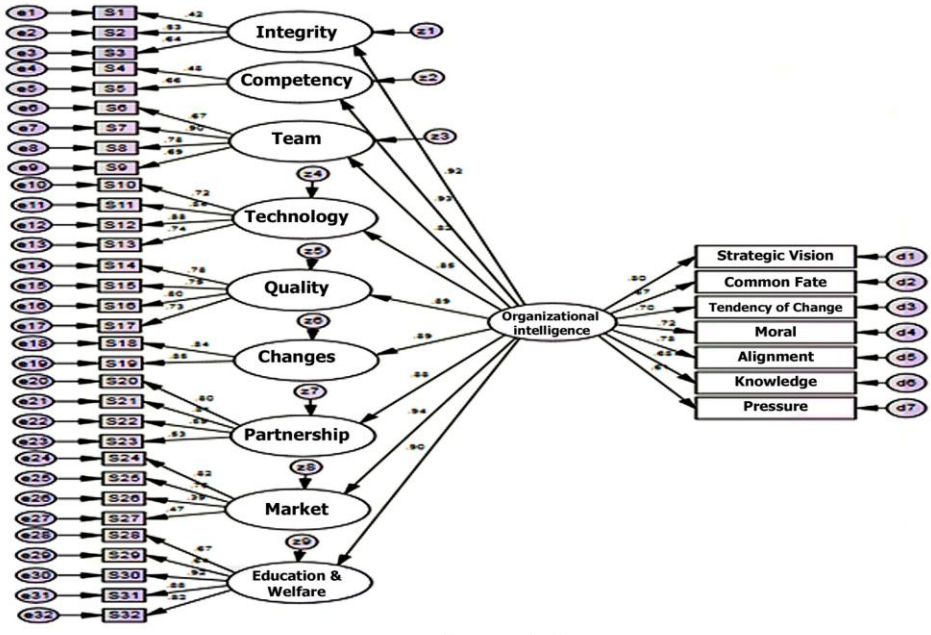

Figure-3. Regression coefficients of offered standard model

It must be mentioned that organizational intelligence has the greatest impact on market size (0.94), competence (0.92), and integrity (0.92).

Table-4. Summary of data analyses by using maximum likelihood method

Hypothesis	Independent variable	Dependant variable	Standard factors	*P*	result
(H1)	Organizational intelligence	Integrity	0.92	**	Supported
(H2)	Organizational intelligence	Competency	0.93	**	Supported
(H3)	Organizational intelligence	Team	0.82	**	Supported
(H4)	Organizational intelligence	Technology	0.85	**	Supported
(H5)	Organizational intelligence	Quality	0.89	**	Supported
(H6)	Organizational intelligence	Changes	0.89	**	Supported
					Contninue

(H7)	Organizational intelligence	Partnership	0.88	**	Supported
(H8)	Organizational intelligence	Market	0.94	**	Supported
(H9)	Organizational intelligence	Education welfare	0.90	**	Supported

7. DISCUSSION, CONCLUSIONS AND RECOMMENDATION

The aim of this study was to investigate the relationship between organizational intelligence and agility in Tehran University of Medical Sciences. To investigate the relationship between these two variables, both Yusuf *et al.* (1999) agility model and organizational intelligence Albrecht (2003) were used.

Results indicate that organizational intelligence (with dimensions of strategic vision, common fate, a desire to change, moral, alignment, knowledge application, and performance pressure) has positive correlation with the agility of the organization (with dimensions of integrity, competence, team, technology, quality, changes, partnership, marketing, education and welfare) in Tehran University of Medical Sciences.

Agility will empower organizations to thrive in an environment filled with constant and unpredictable changes and it is a new and progressive system for mass production and distribution of goods and services. Agile production requires some sources above the availability of just one company lonely so it is inevitable to cooperate and make sharing the sources among different companies. Ability to compete depends on its ability to create good relationships and so it appears that cooperation is seen as key of complementary relationships.

An agile enterprise has such flexibility that is ready to accept any changes that management wants to promote competitive advantage. Sometimes these preparations are achieved by making multi discipline teams in partnership with suppliers and customers, and sometimes cooperative relations with other companies and finally sometimes take the form of virtual organizations. Many models, strategies, methodologies, techniques, and many tools have been developed in conjunction with agility.

Agile manufacturing increasingly attract more attention both from academics and industry men. Extensive programs for the promotion and dissemination of topics related to agile manufacturing are running as instances of institutions in order to realize the agile manufacturing systems. Due to increasing researches in our country and also considering research as a base of society development , it is expected that research will have clear perspective in future by the attention of policy makers and their material support in this area.

According to the experience gained during this study, it is suggested to do the following researches in future: a) identify the drivers of agility in Tehran University of Medical Sciences, b) provide a model to evaluate the agility in Tehran University of Medical Sciences by data analyses approach, and c) provide a model for evaluating agility empowerment factors by fuzzy QFD approach.

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