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Review

Survey on Effects of Organizational Intelligence on Organizational Trust is based on Albrecht Model (Case study on Ghaemshahr's Municipal)

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Exploiting of organizational intelligence and trust in nowadays uncertain, complicated and dynamic situation, could increase the competitiveness of an organization. Therefore, the aim of the present study is to analyze the impact of organizational intelligence in organizational trust amongst municipal Ghaemshahr's employees. The study is functional regarding its aim, and descriptive, regarding its method. Organizational trust inventory questionnaire of Alvin *et al.* (2008) in seven components (strategic vision, a common destiny, the desire to change, spirit, unity and agreement, applying the knowledge and performance pressure), with 49 questions was used, in order to perform the data collection and deriving the data from Albrecht organizational intelligence questionnaire (2003). Hundred and eight subjects were selected by simple random sampling, in this survey. Regression analysis was used in order to analyze the data in descriptive statistics from frequency tables, plotting charts, mean and standard deviation and inferential statistics. The results showed that bilateral influence between organizational intelligence in municipality Ghaemshahr and its employees' organizational trust is positive and significant. Mutual influence between the components of business intelligence (strategic vision, a common destiny, the desire to change, spirit, unity and agreement, applying the knowledge and performance pressure), in municipality Ghaemshahr, and its employees' organizational trust is shown positive and significant, as well.

Keywords: organizational intelligence, organizational trust, and Albrecht model

INTRODUCTION

The efficiency of the people in the organization is influenced by several factors. One factor which strongly affects the individual's organizational behaviour is the concept of intelligence (Mayer and Solovey, 1993; quoted by Nasrollahpour, 1386). Gardner believes that similar to human beings who have multiple intelligence, organizations have multiple intelligence as well. Organizational intelligence has led the organization's

attention to other related topics with effectiveness and assists organizations in recruiting potential employees (Stalinski, 2004).

Organizational intelligence refers to a more accurate understanding of the challenges and a better management of the knowledge (implicit and explicit), as well as communicating with internal and external environment of the organization which provides the chance of discovery of the knowledge, information, applications, and new requirements for the organization, and improves it to an innovative organization (Tabarsa *et*

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al., 1391.

On the other hand, trust is an essential element in improving organizational effectiveness and competitive advantage in manpower skills, job satisfaction and lasting stability. Human's trust to himself or to others or the environment in which it lives, is very important, as it is underlying of achieving peace, prosperity and success. Trust in organizations is directly affecting on its profitability, innovation and effectiveness, and organizations which value their employees, build a culture of mutual trust between their managers and staff, hence, these organizations are known efficient (Philips, 1997). Organizational trust is defined as positive expectations about the efficiency, reliability and mercifulness of the members of the organization, as well as institutional trust within the organization (Mayer & Davis, 1999; quoted by Fazel *et al.*, 1390).

As organizational intelligence and corporate trust are crucial concepts to the success of employees and organizations including the municipality, therefore, it is aimed to improve these organizations and their employees by conducting these surveys.

Literature review

Nowadays, in this turbulent and fast world, people with high IQ will be successful. Such people overcome their life's problems by using their gifted intelligence. The situation in the organizational environment will definitely be similar, especially nowadays as the time passes, regarding the development of science and technology and the rising of new needs and challenges, organizations will be more complex and more difficult to manage. This concept will be important when we accept that in any modern organization, in addition to a great source of creative and intelligent individual, intelligent machines play an important role in the process of organization as well (Seyed Alavi and Arablu, Ardabil, 1390). Thus, in today's complex organizations, organizational intelligence is a result of a combination of human active intelligence and artificial intelligence. Undoubtedly, the organizations' managers have no choice but benefiting from these two things, in order to possess a dynamic and efficient organization (Hayati, 1385). Albrecht (Albrecht, 2003), defines organizational intelligence as the capacity of an organization to mobilize all available intelligence abilities and to focus it to achieve its mission and aims. He categorizes organizational intelligence to seven components including: strategic vision, a common destiny, a desire to change, unity and agreement, spirit, knowledge application and performance pressure (Albrecht, 2003).

The concept of trust and its related issues have been increasingly studied in the past few years, by organizations. The importance of trust in organizations is well known, as communication and collaboration between

people need trust. In an era in which relations between individuals and groups are not firm and are changing rapidly, trust which mainly is based on interpretation of motives, character and conscience of others, is the central issue of the organization that ensures their stability and growth. The importance of the trust is because of this fact that manager's aim for seeking to understand how to establish an effective cooperation in organizations (Tyler, 2003). The key of maintaining the relationships within the organization, or preventing their failures, is that people have to collaborate together with trust and reliability (Velez, Sanchez and Alvarez-Dardet, 2008).

With respect of the fact that the municipality is known as the biggest provider of public and urban services, and is responsible for a huge amount of expanding tasks, and citizens have high expectations of this organization, so the main question of this study is that " how is the impact of organizational intelligence in the Ghaemshahr's municipality on its employee's organizational trust with an emphasis on mutual influence?", to be able to assist the city managers to identify strengths and weaknesses in order to serve the citizens better.

The importance of intelligence in organizations

The intelligence of the people who created the organization and stability and maintenance of the organization is depending on them, among the human factors, without doubt, is one of the factors that in recent years have attracted scientists' attention (Mollayyan and Eslmiyeh, 1389).

Nowadays, in this turbulent and fast world, people with high IQ will be successful. Such people overcome their life's problems by using their gifted intelligence. The situation in the organizational environment will definitely be similar, especially nowadays as the time passes, regarding the development of science and technology and the rising of new needs and challenges, organizations will be more complex and more difficult to manage (Darabi and Sadeghi Afjah, 1389).

Organizations, like people, share some degree of intelligence.

Figure 2.1 Model of Organizational Intelligence Albrecht (2003) 2-1-9 Co-law Albrecht Act (2003), says: When people gather intelligence in an organization is to find trends collective mental retardation. Each of these Smart People want to face up to the presidential delegation, and they often act individually and in the conceptual organization fails to reach the truth and excellence of every employee in the organization, such as silage is smart Many stocks are held in their own but do not interact with each other Albrecht law can be defined as the collective stupidity of organizations that can threaten the environment and their competitors, their move rapidly to self-harm Non-qualified executive, administrative wars,

The 2nd subsidiary hypothesis
The summary model in 2nd hypothesis

Standard error estimates	Adjusted R square	R ²	Pearson
0.543	0.513	0.517	0.719

The analysis of regression variants

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	113.545	33.546	1	33.546	regression	Analysis regression
		0.295	106	31.317	remaining	
			107	64.863	total	

Sig	T	Coefficients standard	Coefficients nonstandard		
		Beta	SEM	B	
0.000	3.152		0.231	0.73	constant
0.000	10.656	0.719	0.069	0.734	Common fate

The out of coefficients in regression model is:
organigraph trust = 0.73+0.734(common fate)

The 3th subsidiary hypothesis
The analysis of regression variants

Standard error estimates	Adjusted R square	R ²	Pearson
0.469	0.637	0.64	0.8

The out of coefficients in regression model

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	188.814	41.541	1	41.541	regression	Analysis regression
		0.22	106	23.321	remaining	
			107	64.862	total	

Sig	T	Coefficients standard	Coefficients nonstandard		
		Beta	SEM	B	
0.000	5.064		0.171	0.866	constant
0.000	13.741	0.8	0.055	0.754	Desire to change

Based on output of regression models
organigraph trust = 866.0+754.0(desire to change)

political campaigns at all levels, lack of direction, poor organization, rules and practices meaningless, all allies Rather than using all of the power stroke is an institution for which costs, avoid. What is it called collective stupidity. May be Human beings are very intelligent and capable of doing great things, but the collective brain power to Hdrmyrvd (Albrecht,

2003).Albrecht (2003), says that most organizations rather than give up his worthy rival, defeated maladjusted and compliance within their own organization. A lot of people are smart, enthusiastic and after years of conflict with the motivation of mindless bureaucracy, with burnout and people become suspicious. The collective incompetence, the inevitable and necessary. Life is an

4th hypothesis
Summary of the model in 4th hypothesis
The analysis of regression varians

Standard error estimates	Adjusted R square	R ²	Pearson
0.605	0.395	0.401	0.633

Out of coefficients in regression models

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	70.92	26.001	1	26.001	regression	Analysis regression
		0.367	106	38.862	remaining	
			107	68.863	total	

Sig	T	Coefficients standard	Coefficients nonstandard		
		Beta	SEM	B	
0.000	5.688		0.227	1.289	constant
0.000	8.421	0.633	0.071	0.599	Spirit

Based on output of regression models
organigraph trust = 289.1+599.0(spirit)

5th subsidiary hypothesis
Summary of the model in 5th hypothesis
The analysis of regression varians

Standard error estimates	Adjusted R square	R ²	Pearson
0.566	0.471	0.476	0.69

Out of coefficients in regression models

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	96.239	30.866	1	30.866	regression	Analysis regression
		0.321	106	33.997	remaining	
			107	64.863	total	

Sig	T	Coefficients standard	Coefficients nonstandard		
		Beta	SEM	B	
0.000	4.924		0.217	1.069	constant
0.000	9.81	0.69	0.067	0.66	Alliances and agreements

Summary of the model in 6th hypothesis
The analysis of regression varians

Standard error estimates	Adjusted R square	R ²	Pearson
0.569	0.465	0.47	0.685

organization, to the extent of their authority and allow them to happen. The leaders of both organizations through behavior that appear to accept or ignore the lack Authority is effective. Albrecht is the subjective term

organizational uses of the word intelligence and stupidity is the only way to use the components of intelligence, an increase in the organization knows the concept of trust as an essential element in improving organizational

Out of coefficients in regression models

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	93.85	30.46	1	30.46	regression	Analysis regression
		0.325	106	34.403	remaining	
			107	64.863	total	

Sig	T	Coefficients standard	Coefficients nonstandard			
		Beta	SEM	B		
0.000	6.95		0.193	1.341	Constant	
0.000	9.688	0.685	0.062	0.598	Application knowledge	of

Based on output of regression models
organigraph trust = 341.1 + 598.0(application of knowledge)

Summary of the model in 7th hypothesis
The analysis of regression variants

Standard error estimates	Adjusted R square	R ²	Pearson
0.512	0.567	0.571	0.755

Out of coefficients in regression models

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	141.219	37.06	1	37.06	regression	Analysis regression
		0.262	106	27.803	remaining	
			107	64.863	total	

Sig	T	Coefficients standard	Coefficients nonstandard			
		Beta	SEM	B		
0.000	1.137		0.245	0.279	Constant	
0.000	11.887	0.755	0.073	0.873	Pressure performance	

Based on output of regression models
organigraph trust = 279.0 + 873.0(pressure of operation)

Main hypothesis
Bilateral influence between organograph intelligence in Qhaemshar town hall
and organographic believe of stuff is meaningful.
Summary of the model in the main hypothesis

Standard error estimates	Adjusted R square	R ²	Pearson
0.443	0.674	0.696	0.834

The analysis of regression variants

Sig	F	Mean square	df	Sum of square	Source of variation	
0.000	32.655	6.446	1	45.122	regression	Analysis regression

effectiveness and competitive advantage in manpower skills, job satisfaction and lasting stability. (Goods, 2006). What man trust to himself or to others or to the

environment in which he lives, a very important issue, because the underlying relax and achieve prosperity and success. Confidence to lead others to achieve common

Sig	T	Coefficients standard	Coefficients nonstandard		
		Beta	SEM	B	
0.000	1.596		0.23	0.367	Constant
0.000	2.174	0.209	0.096	0.28	Shared vision
0.000	1.637	0.184	0.115	0.188	Common fate
0.000	3.997	0.492	0.116	0.464	The desire to change
0.006	-2.837	-0.396	0.132	-0.374	Spirit
0.82	0.228	0.029	0.12	0.027	Alliances and agreements
0.209	1.265	0.149	0.102	0.13	Application of knowledge
0.094	1.693	0.217	0.148	0.25	Pressure performance

goals. Accordingly, each organization needs to develop a sense of trust among its members, because without trust, organization, goals will be very difficult and Trust in organizations directly on profitability, innovation and effectiveness of impact (Lynch, 2001) and as organizations that value their employees think, a culture of mutual trust between members and directors and employees This organization is known to be efficient (Phillips, 1997). Distrust or lack of trust among members and between management and employees, thereby stopping organizational communication, knowledge management, performance and contribution to the organization. Confidence in the effectiveness of an investigation is needed to represent the trust relationship with job satisfaction. Organizations with higher levels of trust between employees and managers the ability to Regards, More to gain and retain talent in order to achieve a competitive advantage in the business (goods, 2006). Gifvrd and Dalpv (2003), in an article titled "Pirates of trust" that Harvard magazine it publishes, Writes: Several studies have shown that there is a significant relationship between trust and organizational performance. If people trust their colleagues and their leaders, they will be able to pass the work passes that was. In this way, they will be receptive to subtle risks, will work harder, with more organizations will be sustainable, better ideas will provide a deeper and investigating issues of organizational Will. If employees have confidence in the organization and its leaders, rather than attempting to work, hearts to rumors and Syasykary gave his only job will be. We have seen this situation many times and have seen many organizational consulting that seemed to be the strategic orientation and productivity, in practice, to advice on organizational trust have become. " The openness and willingness to criticism (based on culture and communication behaviors in relationships) if the person or organization of open, honest and goals, values and norms This definition states that a multidimensional concept of organizational trust and confidence in the climate characteristics of the specific behaviors that people know and also the other hand incaution organization That confidence in a safe

atmosphere where there is no fear of punishment and blame knows (and Vysvl Adams, 2008). Trust carries important implications for the study is, and is key to the development of interpersonal relationships. Low levels of trust Basmygrdd employees in the organization and deflect the flow of information and revived mistrust and suspicion among the staff and open communication and decisions of the organization are of good quality. Trust is a multi-level concept, the interaction of Gvnagvnhmkaran, team and organizational levels are concerned (Gholipour, 1388). Where confidence is high in the company to the employees in companies show interest in the success of their future and their own care because they know what to do. In this the possibility of greater creativity and in such circumstances the employee's goals are to help each other (Tommy, 2002). Scientists trust management is an important factor in cooperation and conflict, leadership styles, the Assumptions with respect to personnel management, organizational change and development, participation, communication and social contracts work. Trust and empowerment of the most important factors influencing the effectiveness of the organization's Mutual influence between organizational intelligence in the municipality Ghaemshahr and organizational trust is significant. Specific hypotheses 1. The mutual influence between organizational trust and shared vision of municipal Ghaemshahr 2. The mutual influence between the common fate of municipal Ghaemshahr and organizational trust is significant. 3. The mutual influence between the desire to change the municipality Ghaemshahr and organizational trust is significant. 4. The influence of the spirit of mutual trust and organizational Ghaemshahr municipal employees was significant. 5. Impact of the bilateral agreement between the Union and the City Six weeks and it was significant organizational trust. 6- The impact of the application of mutual knowledge and trust in the municipal organizational Ghaemshahr it was significant. 7. Effect of bilateral pressure on municipal performance Ghaemshahr and organizational trust is significant. Since the aim of this study was to evaluate the effect of mutual trust between

business intelligence and corporate employees in the municipal Qaemshahr through library research and interviews with experts, so the study of Nature and method is described. In addition, this study is part of a field investigation. 2. The population of the study: The population of this study consisted of all employees Six weeks is a municipal population of the study is therefore equal to 148, according to Morgan 108 samples were selected as 3. The instrument for collecting research This research was collected by means of questionnaires The range is based on 5-point Likert scale questionnaire design and business intelligence Albrecht set that contains 49 questions, the questionnaire, a questionnaire containing 49 questions was confident that the organization Alvnn et al. Its validity was confirmed by a number of professors and its reliability was measured by Cronbach's alpha coefficient and the Cronbach's alpha for the first questionnaire (0.954) and the second questionnaire against (.934) and therefore its reliability is also approved 4. Statistical analysis: Regression analysis was used to evaluate the research hypotheses.

Out of coefficients in regression models: The output of regression model of linear equation:

organigraph trust=241.1+64.0(common outlook).

The result of research shows: the mutual effect between organizational intelligence and it conflation in mayoralty of Qaemshahr and it personal organizational trust is positive and expressive. This theory with the result of letter research (2008) is in the someway. The latter theory has studied the roll of organizational intelligence on increasing personnel's trust organization and showed organizational intelligence causes increase personnel's organizational trust, and the result of kick object?????? (1392) researches that studied connection between cultural intelligence and job Compatibility and organizational trust and this theory showed that between cultural intelligence and organizational trust is an expressive connection and it is in the same way with Esmaeil Tarzi and Beheshti (1392) theory. This theory have studied that the connection between moral intelligence and the managers trust arise is an expressive connection. So it's maybe possible for the management of morality of Qaemshahr to try and endeavor to preformat organizational for increasing???? Organizational trust with these manners and this matter will him away to improve the profitability in the organizational and safe business.

The research suggestions

1. As the result of theory number one: because the mutual effect between common perspective in mayoralty of Qaemshahr and them personnel organizational trust is positive, so suggested that: the management into Constantly managers and continuing strategic plan to review the sheet to organizational trust.

2. As the result of theory number two: because the mutual effect between common destiny in morality of Qaemshahr and it personnel organizational trust is

positive so suggested that: the management as well as personnel and members of the organisation in the program and organizational issues to share.

3. As the result of theory number three: because the mutual effect between tendency to changes and personnel organizational trust in morality of Qaemshahr is positive so suggested that management should make changes in organization that causes personnel do their work better.

4. As the result of theory number four: because the mutual change between mentality and organizational trust in mayoralty of Qameshar is positive so suggested that the management by participating personnel in decisions and protection their innovation causes cooperation between personnel and managers and the other members of organization.

5. As the result of theory number 5: because the mutual effect between organizational settlement and trust of personnel mayoralty of Qaemshahr is positive so suggested that the managers by handing authorities and responsibilities to lowest levels of organization and by creating cooperation between organizational corporates causing increase the organizational trust.

6. As the result of theory number six: because the mutual effect between knowledge usage is mayoralty of Qaemshahr and organization trust of its personnel is positive so suggested that: the managers must use organizational knowledge in the way of organization manufacturing and services.

7. As the result of theory number seven: because the mutual effect between the operation pressure of mayoralty of Qaemshahr and organizational trust of personnel is positive so suggested that: the manager's exposure enough feedback of personnel operation to them and behavior with personnel must be responsible like they know themselves correspondent in operation of organization.

8. As the result of theory number eight: because the mutual between organizational intelligence in mayoralty of Qaemshahr and organizational belief of personnel is positive so suggested that :

- By executing didactic course necessary conspectus to increase personnel's awareness about organizational intelligence inscription in preferment of organizational belief appropriate.

- Reinforcement methods of organizational intelligence that's causes organizational belief of personnel.

- Personnel's awareness about measure of their functional effect on success or failure of the organization.

- Drawing a light perspective of future for personnel creating cooperation between the manpower as an effective wealth and intelligent tools.

- Alternative guidelines for improving spirit of cooperation and creating common target in all of personnel.

- An encouragement system must attend in

organization for innovating suggestion for increasing organizational trust. Personnel must associate in decisions that effect on their destiny. Associating personnel in programs, important thing and result of happenstance. Existence a specific methods for exchange knowledge between personnel.

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