

## Examining the relationship between effective organizational factors and organizational agility

Farhad Namjoo<sup>1</sup> & Mohammad Bagher Jafari<sup>2\*</sup>

**Keywords:**

*Organizational agility, effective organizational factors, intellectual capital management, organizational intelligence, emotional intelligence.*

**Article Type:** Research Article

Corresponding author's  
Email:  
jafaricul@gmail.com

**Abstract**

**Background and purpose:** The main issue in this research is to examine the relationship between some organizational variables (such as emotional intelligence, organizational intelligence, and intellectual capital management) and organizational agility. Considering this importance, the researcher has decided to examine the relationship between some organizational variables as predictor variables in the criterion variable (organizational agility) to investigate the relationship between effective organizational factors and organizational agility. **Methodology:** The current research is descriptive and correlational. The statistical population is all the managers of government offices in Yasouj, which were more than 200 people. From this number, 127 people were selected using the stratified random sampling method, and questionnaires on organizational agility, emotional intelligence, organizational intelligence, and intellectual capital management were provided to them. **Results:** The data was collected, and using Pearson, Spearman, and multiple regression statistical methods, it was observed that there is a significant relationship between the dimensions of these variables and in predicting the organizational agility variable, self-management with a beta value (0.326), application of knowledge with beta value (0.282), unity and agreement with beta value (0.268), and relational capital with beta value (0.229), have a more positive effect compared to other variables. **Conclusion:** the managers of government departments can improve the infrastructures, including flexible organizational structure, by creating new strategies; Delegation of authority to experts; effective training of employees; fast response; rapid allocation of resources; strategic vision; improving quality; providing value to the customer; risk management capability; Employee participation; Capable and multi-skilled employees and flexible employees increase their agility capabilities.

This article has been published as open access according to CC BY-NC 4.0.  
All rights to publish this article belong to the author.



*How to Cite:*

Namjoo, F., & Jafari, M. B. (2021). Examining the relationship between effective organizational factors and organizational agility. *International Journal of Innovation in Management and Organizational Behavior*, 1(1), 45-57.

1. PhD in Counseling, Counseling Department, Isfahan Branch (Khorasgan), Islamic Azad University, Isfahan, Iran
2. \*Corresponding author: PhD in Counseling, Counseling Department, Isfahan Branch (Khorasgan), Islamic Azad University, Isfahan, Iran.

## **Introduction**

In today's fast-changing world, organizations need to be constantly improving in order to survive. Use advanced technologies and react to changes in environmental factors. Organizational agility is a subject that describes and interprets the position and role of managers in empowering the organization. Managers possessing organizational intelligence, emotional intelligence, and intellectual capital are factors that achieve goals with maximum productivity, satisfaction, and commitment of employees and lead the organization toward agility (Becker, 2002). The fact is that "estimating the future" is becoming more and more impossible. Our ability to predict the future is limited because even a small change in seemingly unrelated phenomena can lead to major changes in the entire system (Bontis, 2001). For organizations, communities, and even people who plan for their future, knowing the nature of changes and the importance of future elasticity seems essential. Agility is an organization's ability to perceive environmental change and respond quickly and efficiently. Agile organizations must be responsive to changes and be able to gain competitive advantages with a suitable configuration.

Change is one of the most significant characteristics of organizations and institutions in today's competitive field. Agility is the organization's ability to change to exploit the opportunities created based on this change. An agile organization is an organization that can change and adapts to environmental changes as a winning strategy; more research needs to be done on what agility is and how organizations can be agile. However, the answers to such questions are vital for experts and theorists of organizational agility. However, more work needs to be done on measuring organizational agility. It is necessary to measure the index for strategic planning, determining the current level of agility of the organization determining the organization's need for agility, and to identify this gap and create a formula to fill this weakness. Calculating the agility index as defined is challenging because it must be measured in the heart of change (Bantis and Girardi, 2000).

The leadership of an organization to adapt to changes and in order to survive and grow in new environments requires certain characteristics that managers generally face many problems to answer. Emotional intelligence is one of the most important traits that can help leaders and managers respond to these changes (Bontis and Girardi, 2000). Emotional intelligence is a person's ability to face environmental challenges and predicts a person's success in life. Emotional intelligence can be defined as the use of one's and others' emotional capabilities in individual and group behaviors to obtain maximum results. Emotional intelligence is a type of emotional talent that determines how to use our skills in the best possible way. Intelligence helps us use wisdom in the right direction (Bontis, 2000).

In dynamic environments, organizations face a series of unforeseen issues and problems that are difficult to control by one person. However, an organization can face difficult

situations by using interactive patterns between members, technologies, and culture. (Hutchins and Hazlehurst, 1991) "Wick" and "Roberts" have called these interactive patterns the set of organizational intelligence. It means that a single person does not do complex tasks in an organization. However, the interaction between technologies, techniques, and people helps the organization perform its important tasks. Organizational intelligence causes organizations to be considered living beings. Understanding organizational intelligence helps to determine the strengths and weaknesses of an organization. It also guides the organization's development facilitator to focus on the design of training and adaptation programs (Mayer, Prange, and von Rosenstiel, 2001). Intellectual capital includes all processes and assets that are not normally shown on the balance sheet. It also includes all intangible assets (for example, trademarks, product patents and trade names) that are considered in modern accounting methods. Intellectual capital is the sum of the knowledge of organization members and the application of their knowledge (Marr & Schiuma, 2001).

In the competitive market, there is an urgent need to develop and improve the flexibility and responsiveness of the organization. Today, many organizations and companies face increasingly stable and uncertain competition, which has intensified due to technological innovations, changing market environments, and changing customer needs. This critical situation has caused major reforms in the organization's strategic vision, business priorities, and revision of traditional models and even relatively contemporary models. In other words, it can be said that: the approaches and solutions of the past have lost their capability and ability to face organizational challenges and the external environment, or it is better to replace them with new approaches and perspectives. Therefore, one of the ways to respond to the factors of organizational change and transformation is agility. In fact, agility is a new paradigm for engineering organizations and competitive enterprises (Bontis and Girardi, 2000). Nevertheless, the empirical study of factors affecting management in organizational agility is limited, and it is felt necessary to pay attention to it. Of course, knowing the factors affecting agility helps to manifest it in the organization. The most important factors are emotional intelligence, organizational intelligence, and intellectual capital management. The ability to predict and recognize these factors is of great theoretical and practical importance. Therefore, in general, the main issue in this research is to examine the relationship between some organizational variables, such as emotional intelligence, organizational intelligence, intellectual capital management, and organizational agility. Unfortunately, even though agility has a special role and importance in organizations, so far, extensive studies have yet to be conducted in this field. Implementing organizational agility requires conducting numerous studies to discover suitable models for the emergence of agility in the organization. Considering this importance, the researcher has decided to examine the relationship between some organizational variables (such as managers'

emotional intelligence, organizational intelligence, and intellectual capital management) as predictor variables in the criterion variable (organizational agility) in a framework called the relationship of effective organizational factors in organizational agility.

### **Methodology**

The current research is descriptive, correlational in terms of research type, and practical in terms of purpose. The statistical population in this research is all the experts, employees, and managers of the electricity production company of East Azarbaijan province. The statistical sample in this research is the 136 experts and managers of the electricity production management company of East Azarbaijan province, and Morgan's table was used to find the sample size. A stratified random sampling method will be used to select the sample. In this way, at first, the names of all the employees working in the organization were received and the proportional number of samples was determined according to the employees of each unit. In this research, the organizational agility questionnaire, emotional intelligence questionnaire, intellectual capital management questionnaire, and organizational intelligence questionnaire were used to measure the research variables. SPSS version 26 software, Pearson correlation test, and multiple regression were used to analyze the data.

### **Materials**

**1- Agility questionnaire.** In order to measure agility, a special organizational agility questionnaire designed by Bagherzadeh and Dibavar (2018) and available in their book under the title of organizational agility against continuous global changes was used. This questionnaire contains 42 items that measure the organization's agility score. The reliability of the questionnaire was calculated by Cronbach's alpha method, considering the 42 questions, 0.966, which is completely suitable and acceptable. (Bagherzadeh and Dibavar, 2019) considering that the questions are 5 options, scoring from 1 to 5 is considered as (not at all 1, little 2, somewhat 3, much 4 and very much 5). The range of scores between 42 and 210 is acceptable.

**2- Weisinger emotional intelligence questionnaire.** In order to measure the emotional intelligence of employees, a special emotional intelligence questionnaire designed by H. Weisinger was used, which includes 25 questions that measure the emotional intelligence score. Each person's score varies between 25 and 125 based on the Likert scale. Based on this, a score less than 50 means low emotional intelligence, 50 to 100 is average and 100 and above indicates high emotional intelligence. Emotional intelligence includes 5 dimensions; each dimension of emotional intelligence has 5 out of 25 questions. In addition to the overall emotional intelligence score, the status of each person in each dimension can also be calculated. The questionnaire questions are categorized as follows: self-awareness dimension (including questions 21, 16, 11, 6, and 1), self-management dimension

(including questions 22, 17, 12, 7, and 2), self-motivation dimension including questions (23 and 18, 13, 8, and 3), empathy dimension including questions (24, 19, 14, 9, and 4) and social skill dimension including questions (25, 20, 15, 10, and 5). In the present study, the reliability of this questionnaire was obtained through Cronbach's alpha for general emotional intelligence of 0.77. Also, 0.71, 0.65, 0.82, 0.69, and 0.72 were obtained for the dimensions of self-awareness, self-management, self-motivation, empathy, and social skills, respectively, which indicates the good reliability of this questionnaire.

**3- Questionnaire of intellectual capital.** Intellectual capital of employees was evaluated with 45 questions and three subscales of human capital, structural capital, and relational capital, each of which was designed on a 5-point rating scale, and the range of scores was determined between zero and 100. That is, zero to 33 capitals were considered at the low level, 34 to 66 capitals at the medium level, and 67 to 100 capitals at the high level. The categories of intellectual capital questionnaire questions are as follows: the human capital dimension includes questions 1 to 20, the structural capital dimension includes questions 21 to 35, and the relational capital dimension includes questions 36 to 45. Cronbach's alpha coefficient for the entire questionnaire is 0.93 and capital subscales Human, structural capital and relational capital were obtained as 0.92, 0.82 and 0.70, respectively, which indicates the good reliability of this questionnaire.

**4- Questionnaire of organizational intelligence.** Albrecht's organizational intelligence scale includes 49 items based on Likert's 5-point spectrum and has 7 components. The components of this questionnaire are: Common vision (questions 1-7), common destiny (questions 14-8), desire to change (questions 15-21), unity and agreement (questions 22-28), morale (questions 29-36), application of knowledge ( questions 37-42) and performance pressure (questions 43-49). The minimum score in this test is 49 and the maximum is 245. The reliability of this questionnaire was reported as 0.93 by Abzari et al. (2006), and in the present study, it was 0.86, which indicates the good reliability of this questionnaire.

## Results

In terms of demographic characteristics, out of 136 people in the study volume, 126 people (92.6%) were men and 8 people (5.9%) were women. Also, 12 people (8.8 percent) were single among the research sample and 118 people (86.8 percent) were married. In terms of education level, the education level of 5 people (3.7 percent) was graduate, 98 people (72.1 percent) had a bachelor's degree, and 31 people (22.8 percent) had master's degree and above. Also, the average age of the studied subjects was 41.97 with a standard deviation of 8.31, and the minimum age was 20 and the maximum was 56 years. So that 25% were under 25, 25% between 25 and 44, 25% between 44 and 49 and 25% were over 49 years old.

**Table 1: Descriptive findings of the research variables and the Smirnov Kolmogorov test to determine the normality of the distribution of variable values.**

Variables	N	Mean	Standard Deviation	Indifference	Positive Difference	Negative Difference	Test	Sig.
Organizational Agility	136	119/33	30/15	0/10	0/10	-0/07	1/16	0/13
self-awareness	136	17/93	2/99	0/13	0/13	-0/07	1/61	0/01
self management	136	18/98	2/95	0/11	0/108	-0/11	1/28	0/07
self motivation	136	17/63	2/68	0/13	0/13	-0/11	1/51	0/02
Sympathy	136	16/80	2/505	0/19	0/19	-0/11	2/32	0/000
social skill	136	13/44	2/44	0/22	0/22	-0/107	2/64	0/000
Emotional Intelligence	136	95/86	12/52	0/14	0/14	-0/07	1/69	0/007
Human Capital	136	62/89	20/24	0/13	0/13	-0/12	1/57	0/01
Structural capital	136	55/23	13/19	0/08	0/08	-0/06	0/93	0/34
Relational capital	136	56/83	18/86	0/109	0/109	-0/07	1/26	0/08
Intellectual Capital	136	58/99	16/31	0/15	0/15	-0/09	1/76	0/004
Strategic vision	136	21/14	6/66	0/07	0/07	-0/07	0/88	0/41
common destiny	136	23/63	4/85	0/09	0/06	-0/09	1/14	0/14
Willingness to change	136	20/80	6/47	0/09	0/09	-0/05	1/11	0/16
Unity and coincidence	136	23/82	6/02	0/14	0/109	-0/14	1/65	0/008
spirit	136	25/507	6/46	0/102	0/102	-0/06	1/18	0/11
Application of knowledge	136	18/32	5/25	0/09	0/09	-0/06	1/04	0/22
Performance pressure	136	21/85	5/73	0/102	0/102	-0/09	1/19	0/11
organizational intelligence	136	155/09	35/73	0/08	0/08	-0/07	0/95	0/32

The following table shows the descriptive findings and the Kolmogorov-Smirnov test to determine the normality of the distribution of variable values. The results of the Kolmogorov-Smirnov test show that the obtained data have natural variance.

**Table 3: Pearson correlation test results**

Variables	R	P	N
Organizational agility and emotional intelligence	0/236	0/005	136
Organizational agility and empathy	0/127	0/140	136
Organizational agility and self-motivation	0/150	0/081	136
Organizational agility and social skills	0/168	0/051	136

Organizational agility and self-management	0/254	0/003	136
Organizational agility and self-awareness	0/167	0/052	136
Organizational agility and organizational intelligence	0/591	0/000	136
Organizational agility and strategic perspective	0/520	0/000	136
Organizational agility and morale	0/487	0/000	136
Organizational agility and application of knowledge	0/511	0/000	136
Organizational agility and performance pressure	0/484	0/000	136
Organizational agility and unity and agreement	0/575	0/000	136
Organizational agility and common destiny	0/476	0/000	136
Organizational agility and willingness to change	0/527	0/000	136
Organizational agility and intellectual capital management	0/134	0/120	136
Organizational agility and structural capital	0/276	0/001	136
Organizational agility and human capital	0/020	0/820	136
Organizational agility and relational capital	0/233	0/006	136

As can be seen in the above table, organizational agility at a significance level of 0.05 with self-management, self-awareness, organizational intelligence, strategic vision, morale, application of knowledge, performance pressure, unity and agreement, desire for change, common destiny, ann structural and relational capital have a significant correlation. The correlation of organizational agility with other variables is not significant.

**Table 4: Coefficients of independent variables in regression form using the simultaneous method**

independent variable	Coefficient	Std err.	B	t	Sig.	direction	Conf. level
Constant	8/17	18/51		0/44	0/66	+	∕95
Emotional Intelligence	-0/65	0/33	-0/27	-1/94	0/05	-	∕95
self management	3/32	1/47	0/32	2/24	0/02	+	∕95
Strategic vision	0/92	0/61	0/205	1/51	0/13	+	∕95
spirit	-0/47	0/71	-0/102	-0/66	0/506	-	∕95
Application of knowledge	1/61	0/66	0/28	2/43	0/01	+	∕95
Performance pressure	0/25	0/59	0/04	0/42	0/67	+	∕95
Unity and agreement	1/34	0/66	0/26	2/009	0/04	+	∕95
common destiny	0/49	0/707	0/08	0/704	0/48	+	∕95
Willingness to	0/39	0/69	-0/08	-0/56	0/57	+	∕95

change							
Structural capital	0/21	0/24	0/09	0/87	0/38	+	/95
Relational capital	0/36	0/17	0/22	2/14	0/03	+	/95

Table 4 shows the method used and the independent and dependent variables used in the regression analysis. The value of R<sup>2</sup> or coefficient of determination is equal to 0.490. Because in the Enter method, all variables are entered into the equation at the same time, so the obtained R<sup>2</sup> shows that these three independent variables explain 49% of the changes in the dependent variable. According to the variance analysis test, the significance of the regression and the linear relationship between the variables are confirmed with significance (sig = 0.000) at the 99% level. According to the main regression results, column B is used as a coefficient to predict the value of Y (organizational agility) in the multiple regression equation. The t value of each regression coefficient was also calculated and their significance level is shown in the last column of the table. As the value of the significance level (sig) shows, the effects of self-management variable, application of knowledge, alliance and agreement, and relational capital have become significant, and the effects of other variables are not significant and have a very weak effect in predicting the dependent variable, i.e., organizational agility. Regarding the importance and role of independent variables in predicting the regression equation, beta values should be used. Since the beta values are standardized, it can be used to judge the relative importance of the variables. The significant beta value indicates the relative importance and its role in predicting the dependent variable. In predicting the organizational agility variable, self-management with a beta value (0.326), application of knowledge with beta value (0.282), unity and agreement with beta value (0.268), and relational capital with beta value (0.229), have a more positive effect compared to other variables.

### Discussion and Conclusion

The present study aimed to investigate the relationship between effective organizational factors and organizational agility. In the following, the results of the research hypotheses are presented:

The first accepted hypothesis in this research is the relationship between organizational intelligence and organizational agility, which was confirmed with 95% confidence using Spearman's correlation coefficient test. This shows that five main structures of Golman's emotional intelligence, including self-awareness, self-regulation, self-motivation, empathy and social skills, have been developed in the electricity production management company of the province. This means that in case of any sudden change, the emotions between different technical and administrative parts are well directed to solve the problem that has arisen, which is fully compatible with the agility of the organization.

The second accepted hypothesis in this research is the relationship between empathy and organizational agility, which was not confirmed with 95% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan Province (study sample), the feeling of empathy between employees does not affect the prediction or speed of adapting to changes.

The third hypothesis accepted in this research is the relationship between social skills and organizational agility, which was not confirmed with 95% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (study sample), the employees' social skills have no effect on the prediction or the speed of adapting to the changes.

The fourth accepted hypothesis in this research is the relationship between self-motivation and organizational agility, which was not confirmed with 95% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan Province (study sample), employee motivation does not affect the prediction or speed of adapting to changes.

The fifth accepted hypothesis in this research is the relationship between self-management and organizational agility, which was confirmed with 97% confidence through the Pearson correlation coefficient test. This means that in the province's electricity production management company (the studied sample), people's emotions are controlled and managed during any crisis. Self-management is one of the factors controlling the situation at the time of any sudden change. And this is fully compatible with organizational agility.

The sixth accepted hypothesis in this research is the relationship between self-awareness and organizational agility, which was not confirmed with 95% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan Province (study sample), employees' self-awareness does not affect the prediction or speed of adaptation to changes.

The seventh accepted hypothesis in this research is the relationship between organizational intelligence and organizational agility, and this hypothesis was confirmed with 95% confidence using the Pearson correlation coefficient test. This means that middle and senior managers try to predict any crisis and incident in the electricity production management company of East Azarbaijan province (study sample). Considering that power plants have been producing electricity continuously for a long time, there is a possibility of any sudden event that can lead to the exit of production units from the country's electric grid. This issue is strategically important for the power plant and Tawanir Company. Therefore, the managers are trying to anticipate any possibility intelligently. Also, due to the issue's importance, the problems encountered with inexperienced forces are also discussed and their opinions are considered. This is in full compliance with the agile characteristics of the organization.

The eighth accepted hypothesis in this research is the relationship between strategic vision and organizational agility, which was confirmed with 99% confidence through the Pearson correlation coefficient test. This means that there is a significant relationship between the attention of senior and middle managers to the company's strategic vision and agility in the electricity production management company of East Azarbaijan province (the studied sample). Since the electricity produced in the country's power plants cannot be stored, there must be a balance between the electricity produced and consumed and exported. On the other hand, the Ministry of Energy considers a vision for future production based on the consumption of the past years. Any disturbance in the production of the power plant creates sudden changes in the country's production cycle, which negatively impacts the annual plans. Based on this, managers try to anticipate this disruption and quickly take preventive measures, which is in full compliance with the characteristics of organizational agility.

The ninth accepted hypothesis in this research is the relationship between morale and organizational agility, which was confirmed with 99% confidence through the Pearson correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (study sample), the working spirit of the employees is effective in predicting and preventing sudden and destructive changes. Due to the complexity of the repair and troubleshooting processes, the presence of morale and motivation among employees, especially in technical units, will be necessary to increase interaction and coordination among employees, which is in full compliance with the characteristics of organizational agility.

The tenth accepted hypothesis in this research is the relationship between the application of knowledge and the organization's agility, which was confirmed with 99% confidence through the Pearson correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (study sample), the knowledge of employees is effective in predicting or preventing sudden changes. Complex processes are used to produce electricity in the power plant, which requires a high level of knowledge to master and control these processes in order to be able to make urgent decisions in sudden situations and in a short time. It is obvious that this feature is fully compatible with organizational agility features.

The 11th accepted hypothesis in this research is the relationship between performance pressure and organizational agility, which was confirmed with 99% confidence through the Pearson correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (the studied sample), the managers create coordination among the employees by dividing the tasks and using the employees under them. And on the other hand, the information is well provided to the managers. . which helps to make a decision that is compatible with the characteristics of organizational agility.

The twelfth hypothesis accepted in this research is the relationship between unity and agreement with organizational agility, which was confirmed with 99% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (the studied sample), the rules and regulations are clearly communicated to the employees in written and verbal form. The existence of such laws is very important for the survival of a power plant. Because for coordinated actions, there must be rules between different work departments. The existence of work orders among work teams is important in predicting the crisis and the speed of action when it occurs, and this is in full compliance with the agile characteristics of the organization.

The 13th accepted hypothesis in this research is the relationship between shared destiny and organizational agility, which was confirmed with 99% confidence through the Pearson correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (study sample), the employees have a common understanding about the consequences of disruptions in electricity production. Based on this, they are trying to avoid any problems and in case of any problems, even minor ones, they will fix them immediately. This hypothesis is also compatible with the characteristics of organizational agility.

The fourteenth hypothesis accepted in this research is the relationship between the desire to change and the organization's agility, which was confirmed with 99% confidence through the Pearson correlation coefficient test. This means that managers and employees tend to change in the electricity production management company of East Azarbaijan province (study sample). These changes are aimed at improving productivity and reducing sudden and possible problems and more control over power plant systems. By increasing the control of the systems, the level of accuracy and prediction of possible problems increases, which is by the characteristics of organizational agility.

The 15th accepted hypothesis in this research is the relationship between intellectual capital and organizational agility, which was not confirmed with 95% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (the studied sample), the existence of intellectual capital does not affect the prediction or the speed of adaptation to changes.

The 16th accepted hypothesis in this research is the relationship between structural capital and organizational agility, which was confirmed with 97% confidence through the Pearson correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (study sample), structural capital has an effect in promoting agility. Structural capital includes all the tools and information that help people to perform their tasks correctly. The more these tools and data, the faster the decision-

making and forecasting of employees will increase, which is in line with the characteristics of organizational agility.

The 17th accepted hypothesis in this research is the relationship between human capital and organizational agility, which was not confirmed with 95% confidence through Spearman's correlation coefficient test. This means that in the electricity production management company of East Azarbaijan province (the studied sample), no relationship has been observed between human capital and forecasting or the speed of adaptation to changes.

Regarding the importance and role of independent variables in predicting the regression equation, beta values should be used. Since the beta values are standardized, they can be used to judge the relative importance of the variables. The large beta value indicates the relative importance and its role in predicting the dependent variable. In sum, self-management with a value of (0.326), application of knowledge with a value of (0.282), unity and agreement with a value of (0.268) and relational capital with a value of (0.229) have a more positive effect than the rest of the variables.

According to the obtained results, it is suggested that human resources have feelings, unlike hardware and equipment resources, and it is necessary for employers and managers not to look at their forces as a machine. In order to survive in today's turbulent and competitive environment, organizations must equip themselves with new business thinking and continuously improve themselves. Managers should be aware that giving their employees personality increases their sense of responsibility, so they should avoid inappropriate dealings with employees. Moreover, in order to strengthen the dimensions of self-awareness, self-management, self-motivation with plans in training and assigning authority and reward system, move the organization towards becoming more agile.

This research, like any other research, has limitations. Considering that the questionnaire used in this research is a self-assessment compared to a performance questionnaire, there is a possibility that the respondents will refuse to give correct answers to make themselves look better. Also, considering that the sample studied in this research includes the electricity production management company of East Azarbaijan Province; Therefore, the results can only be generalized to the same sample, which is a production organization, so it requires another study in the case of other service and production organizations. It is worth mentioning that the current research is cross-sectional. Therefore, it is impossible to expect to generalize the relationship considering other empirical studies.

### **Acknowledgement**

The cooperation of all participants in the research is thanked and appreciated.

### **Conflict of Interest**

According to the authors, this article has no financial sponsor or conflict of interest.

### **References**

- Becker, F. (2002). Improving organizational performance by exploiting workplace flexibility. *Journal of facility Management*, 1(2), 154-162.
- Bontis, N. (2001), *Intellectual capital questionnaire*. institute for intellectual capital reasearch, Hamilton, Canada.
- Bontis, N & Girardi, J. (2000). Teaching knowledge management and intellectual capital lessons. *International journal of technology management*.
- Bontis, N., & Girardi, J. (2000). Teaching knowledge management and intellectual capital lessons: an empirical examination of the TANGO simulation. *International Journal of Technology Management*, 20(5-8), 545-555.
- Bontis, N., Keow, W, C, C. & Richardson, S. (2000). Intellectual capital and Business performance in Malaysian Industries. *Journal of Intellectual capital*, 1(1), 85-100.
- Hutchins, E. & Hazlehurst, B. (1991). *Learning in the cultural process*. In *Artificial life II*, C. Langton, C. Taylor, D. Farmer, & S. Rasmussen (eds), 689-706. Redwood City, CA: Addison-Wesley.
- Mayer, G. W., Prange, C., & von Rosenstiel, L. (2001). *Psychological perspectives of organization learnig*. In M. Dierkes, A. Berthoin Antal, J. & Nonaka, I. (Eds). *Handbook of organizational learnig& knowledge* (pp.14-64) New York: oxford university press.
- Marr, B. & Schiuma, G. (2001), *Measuring and managing intellectual capital and knowledge assets in new economy organizations*, in Boune, M. (Ed.), *Handbook of performance measurement*, Gee, London.