

## Investigating the relationship between organizational intelligence and the performance of Melli Bank of Iran's South Branch Affairs Department

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<p><b>Keywords:</b> <i>Organizational intelligence, employee performance, organizational knowledge</i></p>	<p><b>Abstract</b> <b>Background and purpose:</b> The main purpose of the current research is to investigate the relationship between organizational intelligence and the performance of Melli Bank of Iran / South Tehran Branch Affairs Department employees. <b>Methodology:</b> The research method in this research is based on the objective of the applied type, based on the collection of information and analysis of the descriptive and non-experimental type, and in terms of the type of implementation of the survey. The statistical population of this research includes the employees of the South Tehran branch affairs department of the Melli Bank of Iran (about 110 branches) with 1128 employees, and 286 people were selected as a statistical sample using Cochran's formula. Two standard questionnaires of Albrecht's organizational intelligence and Robbins' organizational performance questionnaire were used to collect data. 18spss software was used to analyze the data, and the data were analyzed in two parts: descriptive and inferential statistics. <b>Results:</b> Kolmogorov-Smirnov test was used to check the distribution of data, and the results of this test with a significance level of less than 0.05 indicate the absence of normal distribution between the data. Also, using Spearman's correlation coefficient test, the relationship between organizational intelligence and employee performance was investigated. <b>Conclusion:</b> The research results showed that organizational intelligence directly affects employee performance.</p>
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## **Introduction**

Over the past few decades, the concept of intelligence has been increasingly introduced in psychology and management literature as a structure related to many human behaviors in different environments. On the other hand, nowadays, intelligence has become the prefix of many management concepts, which shows the change of view of organizations and organizational thinkers from test intelligence to new approaches to the intelligence category. Perhaps one of the types of intelligence can be considered for the development of organizational intelligence. Organizational intelligence enables managers to make organizational decisions. Organizational intelligence means having comprehensive knowledge of all factors that affect the organization. Having a deep knowledge of all factors, such as customers, competitors, economic environment, operations, and organizational processes, greatly impacts the quality of management decisions in the organization (Abzari, 2006). Organizational intelligence is the capacity of an organization to mobilize all the intellectual abilities available to it and concentrate that ability to achieve its missions (Albrecht, 2002). On the other hand, organizations need to improve their performance in order to maintain, survive continuously, and progress. Human resources are considered the fundamental capital of organizations and the origin of any transformation and innovation.

On the other hand, the performance of each person in any situation indicates the insight and awareness of that person regarding that situation or the specific issue that is being evaluated. Considering that the organizational intelligence of people indicates the knowledge and information of people regarding the factors affecting the organization; Therefore, organizational intelligence can be one of the effective factors in the individual's performance within the organization. Also, strengthening the components of organizational intelligence (strategic thinking, common destiny, desire to change, morale, unity and agreement, application of knowledge, and performance pressure) can improve performance and ensure the organization's dynamism. Organizational intelligence is a dynamic business window to the outside environment that identifies organizational performance, increases efficiency, and reveals unknown opportunities. Therefore, the main purpose of conducting the above research is to investigate the relationship between organizational intelligence and the performance of Melli Bank of Iran employees in the affairs department of the southern branches of Tehran.

Today, organizations face rapid and extensive political, cultural, social, technological, and economic changes. The successful response of organizations in a highly dynamic and changing environment depends on their ability to provide information and find appropriate solutions to the problems they face. Now more than ever, the need for education that fits the changing needs of the individual and society is felt.

In the 21st century, institutions and organizations, especially monetary and banking institutions, with any mission, mission, goals, and vision, ultimately operate in national or international territory and are required to respond to customers, clients, and beneficiaries. Therefore, reviewing performance results is considered an important strategic process. The quality and effectiveness of the management and its performance is the determining factor of the assessment and the vital realization of the development and welfare programs of the society (Rahimi, 2006). Performance measurement makes the system intelligent and motivates people towards the desired behavior, which is the main part of formulating and implementing organizational policy (Arshdi Khamse, 2008).

Recent studies in the field of human resources have shown that the five characteristics of personality, talent, interest, intelligence and skill are effective as the success of human resources in advancing organizational goals and creating job satisfaction, organizational learning, knowledge orientation, and the coefficient of creation and evaluation of employees (Seyedjavadin , 2008). Today, it can be confidently claimed that the identification and use of organizational intelligence can increase an organization's competitiveness and differentiate it from other organizations. The necessity of examining organizational intelligence is now a response to the current conditions and the needs of managers. By using organizational intelligence, the organization increases the effectiveness of using existing information structures in line with its goals. Information is developed from the operational mode and limited to use in the executive layers of the organization for the use of managers. Since managers work in organizations that are affected by their internal and external environment, and in response to their own issues and problems, they need the power of learning like humans. Therefore, the problem of organizational intelligence can help managers in this matter and enable them to respond to needs and problems and respond to environmental changes promptly according to their organizational memory. Therefore, in order to advance organizational goals and achieve them, managers need organizational intelligence that they can rely on to improve their performance. The main purpose of the current research is to examine the relationship between organizational intelligence and their performance in Melli Bank of Iran/Tehran South Branch Affairs Department. For this purpose, organizational intelligence based on Karl Albrecht's theory in seven dimensions: 1- strategic thinking, 2- common destiny, 3- a desire to change, 4- morale, 5- unity and agreement, 6- application of knowledge, 7- performance pressure, Defined to investigate the relationship between organizational intelligence and its dimensions with employee performance. According to the observations made among the employees of Melli Bank of Iran and with the entry of private banks and their relatively good performance in improving the quality of providing banking services in various fields (especially electronic and customer-oriented banking services), the market concentration has decreased and the competition has increased significantly. Although the Melli Bank of

Iran still holds the first position due to its large financial resources and extensive branches, its market share has gradually decreased. Therefore, the performance of the employees of Melli Bank of Iran is not acceptable due to the failure to achieve organizational goals, lack of focus on financial dimensions and adoption of appropriate policies regarding the provision of new banking services, slow decision-making process, reduction of motivation and lack of attention to the proposal system. The main purpose of this research is to investigate the relationship between organizational intelligence and the performance of Melli Bank of Iran employees of the South Tehran branch.

### **Methodology**

The method of the current research is correlational. First, the distribution and relationships between predictor variables and research criteria will be investigated in society, and finally, the multivariate regression method is used to predict the criterion variable. The method of the current research is correlational. Then, the distribution and relationships between predictor variables and research criteria will be investigated in society, and finally, the multivariate regression method is used to predict the criterion variable. Our statistical population is all the employees of Melli Bank of Iran, South Tehran branch affairs department (about 110 branches), with a total of 1128 employees, and 286 people were selected as a statistical sample using Cochran's formula.

### **Materials**

**1- Robbins employee performance standard questionnaire.** This questionnaire was prepared and compiled by Robbins in 2005 and was translated and standardized by Madsg Institute in Iran in 2011. The employee performance questionnaire consists of 12 items and 38 closed questions. Moreover, One extra item is dedicated to the overall evaluation and includes. For each question, three options give 1 to 3 grades (1 = needs improvement, 2 = within the expected range, 3 = beyond the expected range). Its reliability was calculated through Cronbach's alpha, which was 0.73 in the present study and indicated the good reliability of the questionnaire.

**2- Albrecht organizational intelligence questionnaire.** This questionnaire was prepared and edited by Albrecht in 2003, and it was translated and standardized in Iran by Sattari in 2006. The questionnaire has 49 items and seven subscales, which include strategic thinking (items 1 to 7), common destiny (items 8 to 14), desire to change (items 15 to 21), morale (items 22 to 28), unity and agreement (items 29 to 35), application of knowledge (items 36 to 42) and performance pressure (items 42 to 49). In this questionnaire, a five-point Likert scale is used for each item, which is assigned a score of 1 to 5 (1=completely disagree, 2=disagree, 3=somewhat agree, 4=agree, 5=completely agree). The validity of this questionnaire was obtained by Cronbach's alpha method (0.80), which indicates the good reliability of the questionnaire.

## Results

The information collected from the subjects was analyzed by occupational performance, and organizational intelligence questionnaires using appropriate statistical tests, and the research hypotheses were tested. For this purpose, descriptive statistics indices were used to describe and classify the data collected from the sample, and Spearman's correlation and multivariate regression were used to test and analyze the hypotheses. According to the results of the research findings, 47.2% of the participants were between 30 and 40 years old, 43% were between 40 and 50 years old, and 9.8% were over 50 years old. Regarding the frequency distribution of respondents according to the level of education, 50.7% of the statistical sample of this research included people with bachelor's education and above, 12.9% with associate degree, and 36.4% with a diploma and under-diploma education.

**Table 1: The results of the Kolmogorov-Smirnov test to check the normality of the organizational intelligence components of employees and their performance in Melli Bank of Iran / South Tehran Branch Affairs Department**

	Strategic thinking	Common destiny	Desire to change	morale	Unity and agreement	Application of knowledge	Performance pressure	organizational intelligence	Employee performance
N	286	286	286	286	286	286	286	286	286
Mean	2.978	3.0163	2.9289	2.6674	2.4168	2.7502	2.5032	2.7515	34.2448
Standard Deviation	0.51482	0.49531	0.50538	0.54403	0.61863	0.54117	0.55272	0.43796	12.88612
Kolmogrov-Smirnov	2.504	2.690	1.570	2.070	2.375	2.933	2.151	1.466	2.020
Significance Level	0.000	0.000	0.014	0.000	0.000	0.000	0.000	0.027	0.001

Based on the significance level of the k-s test, which is less than 0.05 in all the studied variables, we conclude that the null hypothesis that the distribution of the studied variables is normal is rejected, and the opposite hypothesis is confirmed. In other words, the distribution of all the studied components is not normal. Therefore, a non-parametric test was used to investigate the relationship between research variables. A correlation test is among these tests regarding the relationship between dependent and independent variables. Since the distribution of all the studied variables is not normal, Spearman's correlation test was used to investigate the relationship between the components of employees' organizational intelligence and evaluate their performance in Melli Bank of Iran / South

Tehran Branch Affairs Department and to test the hypotheses. In the following, simple linear regression has been used to examine and determine a model for the impact of all dimensions of organizational intelligence at once in relation to the dependent variable of performance evaluation.

**Table 2: Spearman's correlation test results between employees' strategic thinking and their performance**

		Employee performance
Strategic thinking	Correlation coefficient	0/296
	Significance level	0/000
	N	286

Based on the significance level in the above table, which is less than 0.05, we conclude that the null hypothesis that there is no relationship between the strategic thinking of employees and their performance in Melli Bank of Iran / Department of South Tehran Branch Affairs is rejected. Also, considering the positive relationship between the mentioned variables, the hypothesis that there is a significant and positive relationship between the strategic thinking dimension of employees and their performance in Melli Bank of Iran / South Tehran Branch Affairs Department is confirmed. In other words, with the improvement of strategic thinking (the ability to create, infer and express the goal of an organization) in the organization's employees, their performance evaluation system will also improve. That is, the first sub-hypothesis is confirmed.

**Table 3: The results of Spearman's correlation test between the common fate of employees and their performance**

		Employee performance
Common destiny	Correlation coefficient	0/079
	Significance level	0/183
	N	286

The significance level in the above table is more than 0.05. As a result, the second sub-hypothesis that there is a significant relationship between the common fate of employees and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is not confirmed. Therefore, the second sub-hypothesis is not confirmed.

**Table 4: Spearman's correlation test results between employees' desire to change and their performance**

		Employee performance
Desire to change	Correlation coefficient	0/308
	Significance level	0/000
	N	286

The significance level in the above table is less than 0.05. As a result, the third sub-hypothesis is also confirmed that there is a significant relationship between the desire to change employees and their performance in Melli Bank of Iran / South Tehran Branch Affairs Department. In other words, by expanding the desire for change in employees (adaptability and willingness to change in order to realize strategic thinking), we will witness the improvement of their performance system. That is, the third sub-hypothesis is also confirmed.

**Table 5: Spearman's correlation test results between employees' morale and their performance**

		Employee performance
Morale	Correlation coefficient	0/284
	Significance level	0/000
	N	286

The significance level of the above table is less than 0.05. As a result, the fourth sub-hypothesis that there is a significant relationship between the morale dimension of employees and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is also confirmed. Therefore, the fourth sub-hypothesis is also proved.

**Table 6: The results of Spearman's correlation test between employee unity and agreement and their performance**

		Employee performance
Unity and agreement	Correlation coefficient	0/209
	Significance level	0/000
	N	286

The significance level in the above table is less than 0.05. As a result, the fifth sub-hypothesis that there is a significant relationship between the unity and agreement of employees and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is confirmed. Therefore, the fifth sub-hypothesis is also proved.

**Table 7: The results of Spearman's correlation test between the application of employees' knowledge and their performance**

		Employee performance
Application of knowledge	Correlation coefficient	0/284
	Significance level	0/000
	N	286

According to the above table, the significance level is less than 0.05. As a result, the sixth sub-hypothesis that there is a significant relationship between the application of employees' knowledge and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is confirmed. Therefore, the sixth sub-hypothesis is also accepted.

**Table 8: The results of Spearman's correlation test between the work pressure of employees and their performance**

Employee performance		
0/140	Correlation coefficient	Performance pressure
0/018	Significance level	
286	N	

The significance level in the above table is less than 0.05. As a result, the seventh sub-hypothesis that there is a significant relationship between the performance pressure of the employees and their performance in the MelliBank of Iran / South Tehran Branch Affairs Department is confirmed. Therefore, the seventh sub-hypothesis is also confirmed.

**Table 9: Spearman's correlation test results between employees' organizational intelligence and their performance**

Employee performance		
0/249	Correlation coefficient	organizational intelligence
0/000	Significance level	
286	N	

According to the above table's significance level, the research's main hypothesis is also proven. That is, there is a relationship between the organizational intelligence of employees and their performance in Melli Bank of Iran / South Tehran Branch Affairs Department.

**Table 10: Data obtained for the research question**

	Mean	Min	Max	Standard Deviation
Strategic thinking	2.978	2	5	0.51482
Common destiny	3.0163	1	5	0.49531
Desire to change morale	2.9289	1	5	0.50538
Unity and agreement	2.6674	1	5	0.54403
Application of knowledge	2.4168	1	4	0.61863
Performance pressure	2.7502	1	5	0.54117
organizational intelligence	2.5032	1	5	0.55272
Employee performance	2.7515	2	5	0.43796
	34.2448	1	5	12.88612

According to the average obtained from organizational intelligence (2.7515), the employees of Melli Bank of Iran, South Tehran Branch Affairs Department have an average level of organizational intelligence.

**Table 11: Friedman test results for ranking the research variables**

Variables	Mean	Chi-square	Df	Significance Level
Strategic thinking	2.44	29.068	3	0.000



Common destiny	2.25
Desire to change morale	2.59
Unity and agreement	2.34
Application of knowledge	2.40
Performance pressure	2.72
	2.35

The significance level of the Friedman test is less than 0.05, or in other words, the chi-square value (29.06) is greater than the value in the table (7.81), so the null hypothesis is rejected, and the opposite hypothesis is confirmed. That is, there is a significant difference between the average ranking of the components of the impact of organizational intelligence on the performance of employees of Melli Bank of Iran/South Tehran Branch Affairs Department. On the other hand, according to the average rank values, the highest average was related to the application of knowledge.

### **Discussion and Conclusion**

This research aims to investigate the relationship between organizational intelligence and the job performance of Melli Bank of Iran employees in the South Tehran branch.

According to the significance level of Spearman's correlation test, it can be concluded that the hypothesis that there is no relationship between the strategic thinking of employees and their performance in the Melli Bank of Iran / Department of South Tehran Branch Affairs is rejected. Also, considering the positive relationship between the mentioned variables, the hypothesis that there is a significant and positive relationship between the strategic thinking dimension of employees and their performance in Melli Bank of Iran / South Tehran Branch Affairs Department is confirmed. In other words, with the improvement of strategic thinking (the ability to create, deduce and express the goal of an organization) in the employees, their performance system will also improve. That is, the first sub-hypothesis is confirmed. The results of this hypothesis are consistent with the results of Kashif et al. (2011), Beikzadeh et al. (2010), and Mokhtaripour and Kazemi (2010). In their research, they have reported a positive and significant relationship between strategic thinking and organizational performance and moral intelligence and have presented similar results. In fact, when managers and employees have a strategic vision and draw their future path based on this vision. Also, constantly and in accordance with the changes of the day, they modify and revise their strategies, it is obvious that their performance indicators will improve significantly. Salasal et al. (2009) and Bagherzadeh and Akbari Dibavar (2010) that the strategic thinking of the statistical community studied by them is in an unfavorable situation, and considering that both of the aforementioned researches were conducted in a society where the managers did not have the necessary stability, It is inferred that managers do not feel a sense of belonging to the organization and do not draw a strategic vision for

the future of the organization because they feel that they will be removed soon. Therefore, it is suggested that the managers of the organization to show the goals and strategies of the Melli Bank to the employees with numerous programs and conferences. Also, it has clearly shown the future of their work and career promotion path so that employees can have a strategic view of the organization and avoid the rapid transfer of managers and employees. On the other hand, the basis of strategic vision from the point of view of educational leaders and managers as well as experts in management science are strong theoretical knowledge, a lot of scientific experience and systemic thinking. Therefore, high-level managers of Melli Bank should pay attention to this and choose managers and employees who have the three characteristics of abstract thinking ability, analytical thinking ability, and strong comparative and comparative thinking ability; Otherwise, their performance indicators will decrease. Also, the most important issue from a strategic point of view is the preparation of each organization's mission statement. Organizations should form teams for this purpose and identify opportunities and threats by carefully examining the organizational environment and taking the necessary measures in time. It is also suggested to hold in-service training courses for employees and managers in this direction so that employees and managers gain more knowledge about the concept of strategic perspective.

Based on the findings' results, the significance level in the Spearman test is greater than 0.05. As a result, the second sub-hypothesis that there is a significant relationship between the common fate of employees and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is not confirmed. Therefore, the second sub-hypothesis is not confirmed. Norouzi (2010) conducted a study titled the evaluation of the status of organizational intelligence components in the technical and humanities campuses of Tehran University. The results of this research show that the components of desire to change, unity and agreement, application of knowledge, performance pressure and organizational intelligence generally have a relatively favorable situation in the technical campus. On the other hand, the technical campus has an unfavorable situation in the components of strategic thinking and common destiny, which is consistent with the results obtained from the present research. It seems that according to the fact that Nowrozi's research was conducted to evaluate the components of organizational intelligence in the faculties of Tehran University and that the managers, professors and students of this faculty come from different regions and are from different cultures and customs and different social channels; An atmosphere with a sense of confidence, trust, sympathy and friendship, as well as a sense of importance, worthiness and competence has not been formed among them, and this factor has manifested in them as a sense of low belief in the common destiny. Therefore, it is suggested to the senior managers of the Melli Bank of Iran to rule a comprehensive culture that indicates friendship and empathy in the organization instead of ruling different subcultures in order to be a suitable model for more empathy and intimacy

among the employees. This can happen through symbolization as well as modeling with long-term and short-term training. It is also suggested to strengthen the sense of common destiny between managers and employees; managers and employees should contribute to important programs and issues and their results. It is because this work makes all the organization's people help the managers with more effort than usual to achieve the organizational goals.

Based on the results obtained from the analysis of the findings, the significance level of the Spearman correlation test is less than 0.05, as a result of the third sub-hypothesis that there is a relationship between the desire to change employees and their performance in Melli Bank of Iran, branch affairs department South of Tehran, there is a significant relationship, it is confirmed. In other words, by expanding the desire to change in employees (adaptability and willingness to change in order to realize strategic thinking), we will witness the improvement of their performance evaluation system. That is, the third sub-hypothesis is also confirmed. Study conducted by Zahraei and Rajaipour (2008), Khodadadi et al. (2010) and Bakhshian (2011) have pointed out the positive and significant correlation between the desire to change in employees and organizational health, managers' productivity and entrepreneurship. These results are consistent with the findings of the present study. In fact, when managers create the necessary space to accept new ideas in the organization and try to update the current systems and transform them into modern systems, and in this way, they are not afraid of accepting their mistakes and trying to compensate for them. In this case, it is obvious that their performance indicators will improve significantly. Therefore, managers are suggested to create the necessary mechanisms, such as product development teams, suggestion systems, etc., to support innovation in the organization. Also, create an incentive system in the organization for creative suggestions and provide better solutions in organizational processes in the organization.

Based on the results obtained from the findings, the fourth sub-hypothesis is also confirmed that there is a significant relationship between the morale dimension of employees and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department. Therefore, the fourth sub-hypothesis is also proved. The results of Faqihi and Musapour (2011) are in line with the present research. They showed that among the components of organizational intelligence, the component of employee morale is able to predict the depersonalization variable. In fact, when managers work for their organization with pride and desire, they follow their duties with optimism and have a desire to make extraordinary efforts; Obviously, their performance will improve. Therefore, to improve the performance, it is suggested that the managers of Melli Bank perform their job duties with more interest and desire to create a model in the employees' minds. It is at this time that the employees show great effort in order to achieve success and realize the goals of the organization. It is also suggested that, to improve employees' quality of life on national occasions, etc.,

appropriate programs should be prepared to connect colleagues with each other and their families to improve their morale and belonging.

The findings indicate that the fifth sub-hypothesis that there is a significant relationship between the unity and agreement of employees and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is confirmed. Therefore, the fifth sub-hypothesis is also proved. The above research is in line with the research conducted by Bakhshian (2012), Siadat and Kazemi (2010), Zahraei and Rajaipour (2008). In their research, they have reported a positive and significant correlation between the component of unity and agreement and entrepreneurship, organizational health, and team leadership, which is consistent with the above research. Therefore, managers are suggested to trust their subordinates and delegate authority; delegation is one category that can increase the sense of unity and agreement among employees and managers. It is also suggested that information systems be designed in such a way as to empower and align employees in performing their duties.

The results obtained from the findings indicate that the sixth sub-hypothesis that there is a significant relationship between the application of employees' knowledge and their performance in the Melli Bank of Iran / South Tehran Branch Affairs Department is also confirmed. Therefore, the sixth sub-hypothesis is also accepted. The above research is consistent with the research of Vedadi (2010). He found that the application component of organizational intelligence has the highest correlation with crisis management. Gholami et al. (2011) also reported in their research that among the components of organizational intelligence, the component of knowledge application showed a significant contribution to the performance of managers in the human resources department. That is, managers who believe in their ability to use one of the components of organizational intelligence concerning knowledge application; have better performance in the field of human resources. Accordingly, organizations that pay attention to this component of organizational intelligence have appropriate strategies to attract capable and expert human resources. Therefore, by improving the level of the knowledge application component, we can witness better relationships in the work environment. Therefore, it is suggested that the managers of the Melli Bank should have a complete estimate and understanding of the various individual skills, qualifications and competencies, and existing knowledge of the employees in their units so that they can use it effectively. It is also suggested to launch internet sites in this organization; the launch of internet sites makes it possible for people inside the organization to be aware of the latest changes and study have been done in relation to the organization and their jobs.

According to the findings, it can be concluded that the seventh sub-hypothesis that there is a significant relationship between the performance pressure of the employees and their performance in the Melli Bank of Iran / Department of South Tehran Branch Affairs is

confirmed. Therefore, the seventh sub-hypothesis is also confirmed. In the research of Jamalzadeh et al. (2009), among the components of organizational intelligence, performance pressure has the lowest correlation with organizational learning, which indicates the non-compliance of employees and members of the organization with the performance and role they play in the organization. Therefore, the existence of organizational positions with ambiguity and performing multiple organizational roles leads to a decrease in organizational learning, simultaneously and ultimately, performance. Malekzadeh (2010) also states in his research that if the managers and executive specialists of the organization are aware of the organization's performance and the achievement of strategic goals and tactical outputs, it is not enough on its own; Rather, in an intelligent organization, everyone must have a proposition for performance. It means that he has a sense of what he should achieve and is aware of the permanence and validity of his and his organization's goals.

According to the significance level obtained from the findings, the main hypothesis of the research is also proven. That is, there is a positive and meaningful relationship between the organizational intelligence of employees and their performance. What prevents the increase of organizational intelligence and collective intelligence in an organization; is a concept called collective stupidity. There are actually two types of collective stupidity: conscious and unconscious. In the conscious type, people are not allowed to think, and the non-conscious type becomes common in the organization when rules, structures, and systems make it difficult or impossible for people to think freely and creatively. Collective stupidity in any way will destroy the thinking power and organizational intelligence of an organization's people. Therefore, the managers of the Melli Bank must work more seriously in order to remove the barriers of organizational intelligence and transform managers and employees into creative, innovative, innovative and intelligent ones. For this purpose, the following suggestions are provided:

Managers should receive the necessary training to increase the performance of employees and themselves, and with the help of university professors and experts, in-service training classes should be provided for managers in the field of the concept and importance of organizational intelligence. so that they can improve the rank of their organizational intelligence in this way.

Also, the implementation of programs or strategies that directly lead to an increase in managers' performance should be taught to them through in-service training. Managers can research organizational intelligence and its relationship with variables related to system effectiveness using organizational intelligence measurement tools and tools related to each of the effectiveness variables and take the necessary measures to improve the organization's effectiveness. It is necessary to inform managers more about the dimensions of organizational intelligence in order to create an environment that improves performance.

### **Ethics**

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

### **Acknowledgement**

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### **Conflict of Interest**

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

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