
Studying the Relationship Between Level of Managers Strategic Intelligence and Level of Organization Success in Executive Organizations of Rafsanjan

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ABSTRACT

The main goal of this research is to study the relationship between level of managers' strategic intelligence and level of organization success in executive organizations of RAFSANJAN. Sectional method of study and correlation method have been used for this research. Statistical sample includes 104 managers of executive organizations of RAFSANJAN, and because of its limited volume no sampling has been done and sample volume is in fact the same as statistical sample. For data gathering two kinds of questionnaires have been used. Validity of strategic intelligence questionnaire and organization success questionnaire are 0.91 and 0.89 respectively and their reliability are 0.79 and 0.85. Data analysis has been done by use of SPSS program and based on Spearman and Pearson correlation factors, stepwise regression method, t-even testing method, analysis of one-way variance and partial correlation method. Results show that there is a significant relationship between level of managers' strategic intelligence and level of organization success in executive organizations of RAFSANJAN. A more detailed evaluation show that there is even a significant relationship between organization success and different components of strategic intelligence (like, foresight, ability of outlook management, ability of systematic thinking, ability to motivate employees and ability of creating cooperation in employees). Therefore, it is better to focus more on different components of strategic intelligence, in order to have an organization with an informed manager. Based on the results, it is necessary for organizations to take action and provide appropriate situation for managers in which they can increase components of strategic intelligence. Moreover, by applying different components of strategic intelligence, manager would be able to improve organization function, develop it and offering approaches to reach organization goals.

Keywords: Intelligence, Strategy, Strategic Intelligence, Organization Success.

Introduction

During the last two decades, fundamental alterations have been changed the basics of business world. Organizations use different kind of information in order to maintain their competitive place in business world. After data gathering, they analysis this information and evaluate the fundamental dimensions of their business based on them. In fact, this is one of the essential actions for profitability and success of today organizations. By use of information systems, knowledge-creation processes, and frequency of this information, organizations would be able to act innovatively and reach their competitive goals and therefore, become successful (Laudon, 2007). Organizations should have enough information about their competitive business world components, (activities, resources, markets, customers, productions, services and costs), in order to be able to design a plan for present and future success. This information that have a great effect on organization functional success, should distribute whit in organization. Nowadays, this important issue has becomes one of the main challenges of senior management so, it is necessary to have a comprehensive attitude towards present and future of the organization by predicting procedures and orientations (Tham & Kim, 2002).

Intelligence-making process will transform information to intelligence. This process would be the base of management for future decision-makings. It does not mean that everything that happens outside the organization would be predictable, but it means that this process can predict things based on organization actions such as innovative creation.

In tempestuous and variable job environment, this process needs a strategy definition for its adjustment with environment changes, rather than definition of an organized process of strategic management. Strategic management is

inseparable part of an organization, but it needs strategic decision-makings which are based on verified information and intelligence-making process of the organization. Strategic management process is a kind of dynamic process which includes complete series of necessary obligations, decisions and actions of an organization in order to reach strategic competition ability and gaining a profit more than its average rate (Pearce & Robinson;2005).

All activities about organizational intelligence are basics of reaching strategic competition ability and competitive advantage. If an organization build a valuable strategy and apply it appropriately, it would reach the ability of strategic competition.

The relationship between information and planning process of organization would become more intense, whenever the intelligence-making process of the organization focuses more on pre-actively actions. This important process clearly defines outlook and goals classification which is called strategic intelligence. Strategic intelligence activity with its comprehensive information about outside environment could support organization strategy explicitly and be a proper guidance for superior decision-makers of organization.

Strategic intelligence brings value-added information and knowledge for strategic decision-makings of organizations, and is mainly defined to provide appropriate information for long-term decisions of organization decision-makers and predicting them for future planning and organization success (Anandarajan, 2004).

Thesis Statement

In global economic world, each country*s success merely depends on its organizations success. MC Cland, believe that success is merely depends on factors such as;

organization tendency to be prior, level of competition tendency, challenging goals, persistency in doing jobs, and the ability to come over the problems. Therefore, organizational success is in fact, the ability of organization to reach its defined goal, because by reaching this goal, organization would be able to find a place in business world and stabilize it (Ghaderi & Shenavar, 2007). Waal believe that, an organization is successful whenever it would be able to find a way to adjust itself appropriately with new changes and react immediately, have a coherent and targeted management system, improve its main capabilities continuously and having a polite behavior with its employees, in a long-term period (Isakhani, 2008). Thus, organizations always try to be successful in their business, but they would not reach their goal because of their unawareness of the key factors of being successful (Moghimi, 2006).

Managers of organizations are the key factors of organizations success. Also the main distinctive element between successful organizations and unsuccessful ones is their management and leadership systems. Nowadays, managers need to manage organizations which have complex social systems. They should include all beneficiary members such as; employees, suppliers, partners and stockholders. Most of employees expect their managers to provide a situation in which they can use their talent and make innovative decisions to develop organization. Therefore, managers should continue their relations with employees and other beneficiaries and try hard to supply them (Maccoby, et al., 2010). Strategic intelligence is one of the key solutions for managers to adjust themselves with changes. Strategic intelligence is a system which describes the superior capabilities of successful managers of state and industrial organizations (Maccoby, 2001). Level of strategic intelligence means; level of

managers awareness of potential changes in organizations (Tom & Kim, 2002).

Managers who have strategic intelligence would be able to identify those change processes that bring opportunities and threats for organization. They can predict organization outlook and future and cooperate with skilled persons in order to use their talent for designing organizational plans (Maccoby & Scudder).

Managers should know and predict whatever that would happen in future, in order to shape an organization and reach its competitive advantage. It is necessary for an organization to attract different resources of job, market information, politic, technology, environment and society in order to reach this goal (Marchant & Hykes, 2007).

Marchant & Hykes (2007) believe that strategic intelligence should provide all the necessary information about business world, in order to be able to predict changes and design worthwhile strategies that develop organization and increase its profitability in new markets or in other industries.

Mangers try hard to create an innovative environment for reaching organizational goals in today complicated market. As strategic intelligence has a great effect on organization success, therefore, the aim of this research is to study the relationship between level of managers' strategic intelligence and organization success in executive organizations of RAFSANJAN.

Theoretical Framework

In this section, firstly we define variables of the research and then evaluate the relationship between these variables. In this research we study all variables, theoretical and functional models, theoretical principles and the relationship between these factors. Strategic intelligence is the predicator variable and organization success is the criterion variable of this research. Also the mediator variables of this research are age,

job record, level of managers' education and gender.

Different studies have been done for evaluating the key factors of organization success. Different elements of success are being considered as guides for evaluating the level of organization success. By use of this elements, organizations would be able to analysis their functional success and compare their performances with those of other organizations.

Ahmady organizational success model has been used for this research and based on this model the most important factors of success are; organizational culture, organizational strategy, organizational structure, employees characteristics and organizations capabilities. Strategic intelligence model of Michael Maccoby has 5 components that are; ability of future prediction, outlook management, systematic thinking, ability of creating motivation and ability of creating cooperation in employees.

Identifying and predicting positive opportunities and paying special attention to problems and limitations is an effective strategy for determining accurate organizational goals. In order to determine the comprehensive and long-term goals of organizations, managers should be aware of inner and outer environment of organization (NjafBeigi, 2007). Results show that there is a positive and significant relationship between the ability of managers foresight and organization success. It is also clear that those managers who have more ability for predicting threats and opportunities, would have better organizational function than other ones (Amesteus, 2011).

Kozes & Porner believe that, managers would challenge with processes, provide organization outlook, forced employees to act, designing plans and show the way of success. One of the main duties of managers for reaching organizational goals is to provide a suitable outlook.

Gardner & Henry believe that, one of the main characteristics of successful managers is their outlook for strategic goals.

Systematic thinking means that managers see organizations as a correlated structure. By having systematic thinking and being aware of its importance, managers would be able to manage organizations more accurate (Najaf Beigi, 2007). Of the great advantages of systematic thinking are; having better approaches, solving problems, finding organization strength and weaknesses, having better understanding of organizational relationships, patterns, basic sources of problems and events (Marashi, et al., 2006).

When managers divide job responsibilities in organization and allocate expert employees for doing them, they need to create some mechanism for doing different job affairs. Although experts are necessary in all organizations, but the key factor of organization success is the ability of these experts to cooperate with other employees in a system (Maleki, 2010).

Creating motivation means; managers try to do something for whatever their employees wish and want to encourage them in a positive way to do their job responsibilities more efficient, so that they would have a successful organization (Rich & Kuntz, trans, 2007).

Organization permanence and its success depend greatly on employees' cooperation with organization. Results show that managers in their strategy for human resources should focus more on employees' cooperation in order to increase organization success (Abtahi, et al., 2007). As a whole, findings of research show that employees' cooperation has a great effect on organization success.

Research Hypothesis

Main Hypothesis: there is a significant relationship between level of managers'

strategic intelligence and level of organization success in executive organizations of RAFSANJAN.

Subordinate Hypothesis

There is a significant relationship between foresight ability of managers and level of organization success in executive organizations of RAFSANJAN.

There is a significant relationship between managers' ability to provide outlook and level of organization success in executive organizations of RAFSANJAN.

There is a significant relationship between managers' systematic thinking and level of organization success in executive organizations of RAFSANJAN.

There is a significant relationship between managers' ability to motivate employees and level of organization success in executive organizations of RAFSANJAN.

There is a significant relationship between managers' ability to make cooperation among employees and level of organization success in executive organizations of RAFSANJAN.

There is a significant relationship between level of managers' strategic intelligence and level of organization success based on mediator variables (age, education, job record, gender).

Methodology

This research is a descriptive one which has been done based on correlation method of testing. Based on its aim, this research is an applied one and based on its time, is a sectional one. Data gathering has been done by use of field study.

Statistical Sample

104 superior managers and their deputies in 52 executive organizations of Rafsanjan have been evaluated in this research. Therefore, statistical sample includes 104 senior

managers of executive organizations of Rafsanjan, and because of its limited volume no sampling has been done and sample volume is in fact the same as statistical sample.

Data Gathering

Two kinds of questionnaire have been used for data gathering; SalehiNejad questionnaire of strategic intelligence and Hadavi questionnaire of organizational success.

Strategic intelligence questionnaire

In order to evaluate level of managers' strategic intelligence, Maccobys five-dimension model of strategic intelligence has been used (foresight ability of managers, ability of providing organization outlook, level of managers' systematic thinking, managers ability to motivate employees, and managers ability to make cooperation among employees). This questionnaire has 25 multiple choice questions based on LIKERT scale; completely agree (5), agree (4), partially agree (3), disagree (2), completely disagree (1).

Organization Success Questionnaire

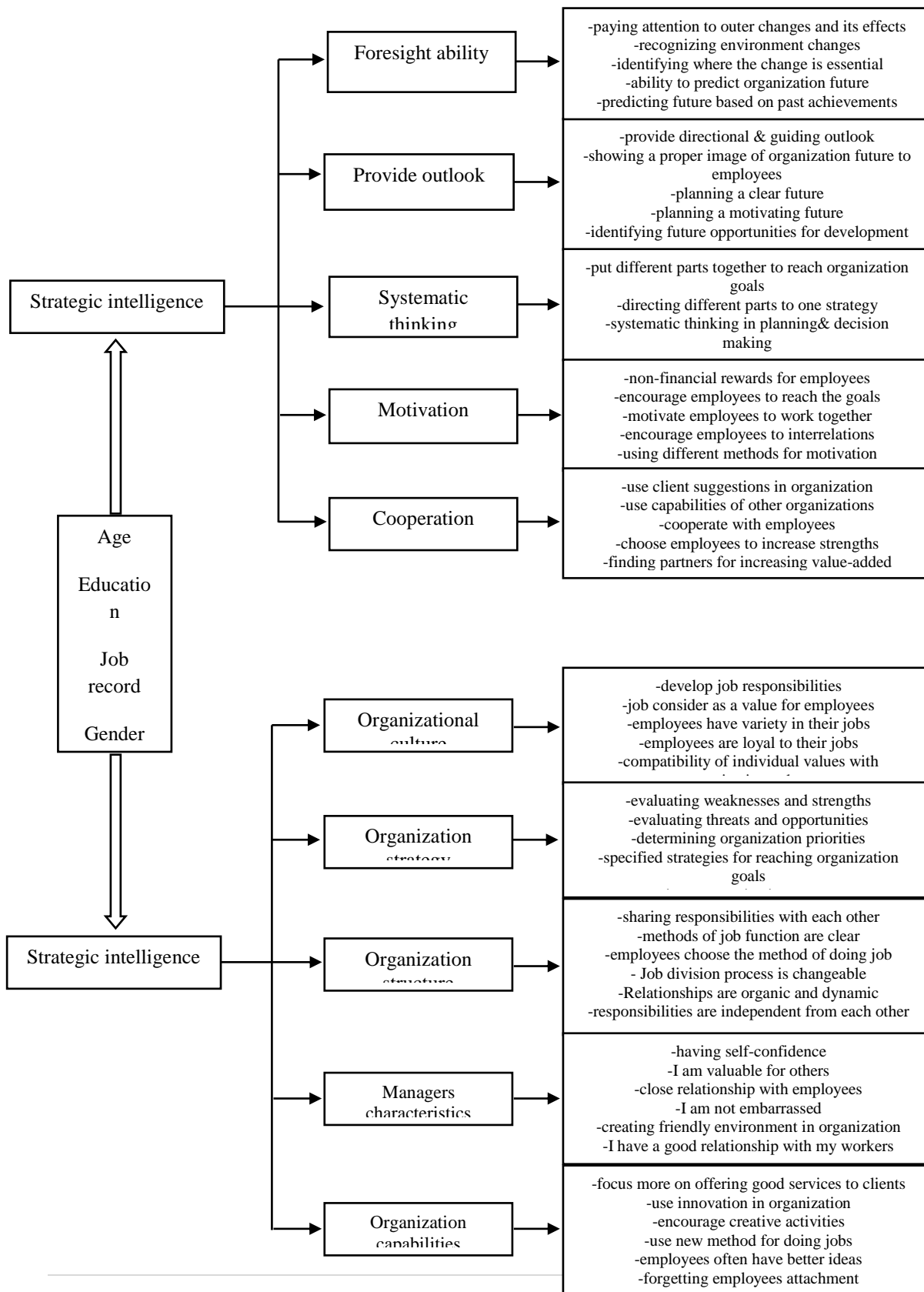
In order to evaluate level of organization success, Ahmadi five-dimension model of organizational success has been used (organizational culture, organizational strategy, managers' characteristics, organizations capabilities). This questionnaire has 29 multiple choice questions based on LIKERT scale; completely agree (5), agree (4), partially agree (3), disagree (2), completely disagree (1).

Research Validity and Reliability

Results of questionnaires validity by use of content based method are respectively; 0.91 and 0.89 for strategic intelligence and organization success. And results of questionnaires reliability by use of

KRONBAKH Alfa factor are respectively; 0.79 and 0.85 for strategic intelligence and

organization success.



Data Analysis

Data analysis is one of the most important stages of every research. By use of accurate methods of analysis, we would have more accurate results. Data analysis of this research has been done based on two kinds of statistical methods; descriptive method which is used for tables, charts and dispersion of indexes, and deductive method which is used for Spearman and Pearson correlation factors, stepwise regression, t-even test, one way variance analysis and partial correlation factor. All analysis has been done by SPSS program and significant level of this research is 0.5.

Main hypothesis: There is a significant relationship between level of managers' strategic intelligence and level of organization success in executive organizations of RAFSANJAN.

H0: There is no significant relationship between level of managers' strategic intelligence and level of organization success in executive organizations of RAFSANJAN.

H1: There is a significant relationship between level of managers' strategic intelligence and level of organization success in executive organizations of RAFSANJAN.

Results

Table 1. Results of Spearman and Pearson correlation factors on evaluating the relationship between managers' strategic intelligence and organization success

variables	Organization success						Existence of relationship	Type of relationship
	Correlation factors			Spearman				
strategic intelligence	Pearson			Spearman			yes	direct
	Correlation factor	P-value	number	Correlation factor	p-value	number		
	0.666	<0.001*	104	0.658	<0.001*	104		

*significant level is 0.05

Results of Spearman and Pearson correlation factors show that there is a direct and significant relationship between level of managers' strategic intelligence and level of organization success in executive organizations of RAFSANJAN. (r=0.666, 0.658 & p<0.05)

First subordinate hypothesis: There is a significant relationship between foresight ability of managers and level of organization success in executive organizations of RAFSANJAN.

H0: There is no significant relationship between foresight ability of managers and level of organization success in executive organizations of RAFSANJAN.

H1: There is a significant relationship between foresight ability of managers and level of organization success in executive organizations of RAFSANJAN.

Table 2. Results of Spearman and Pearson correlation factors on evaluating the relationship between foresight ability of managers and organization success

variables	Organization success						Existence of relationship	Type of relationship
	Correlation factors			Spearman				
strategic intelligence	Pearson			Spearman			yes	direct
	Correlation factor	P-value	number	Correlation factor	p-value	number		

0.333 <0.001* 104 0.324 <0.001* 104

*significant level is 0.05

Results of Spearman and Pearson correlation factors show that there is a direct and significant relationship between foresight ability of managers and level of organization success in executive organizations of RAFSANJAN. (r=0.333, 0.324 & p<0.05)

Second Subordinate Hypothesis: There is a significant relationship between managers ability to provide outlook, and level of organization success in executive organizations of RAFSANJAN.

H0: There is no significant relationship between managers ability to provide outlook, and level of organization success in executive organizations of RAFSANJAN.

H1: There is a significant relationship between managers ability to provide outlook, and level of organization success in executive organizations of Rafsanjan.

Table 3. Results of Spearman and Pearson correlation factors on evaluating the relationship between ability to provide outlook and organization success

variables	Organization success						Existence of relationship	Type of relationship
	Correlation factors			Correlation factors				
	Pearson			Spearman				
strategic intelligence	Correlation factor	P-value	number	Correlation factor	p-value	number	yes	direct
	0.441	<0.001*	104	0.43	<0.001*	104		

*significant level is 0.05

Results of Spearman and Pearson correlation factors show that there is a direct and significant relationship between ability to provide outlook and level of organization success in executive organizations of RAFSANJAN. (r=0.441, 0.430 & p<0.05)

Third Subordinate Hypothesis: There is a significant relationship between managers' systematic thinking and level of organization

success in executive organizations of RAFSANJAN.

H0: There is no significant relationship between managers' systematic thinking and level of organization success in executive organizations of Rafsanjan.

H1: There is a significant relationship between managers' systematic thinking and level of organization success in executive organizations of Rafsanjan.

Table 4. Results of Spearman and Pearson correlation factors on evaluating the relationship between managers' systematic thinking and organization success

variables	Organization success						Existence of relationship	Type of relationship
	Correlation factors			Correlation factors				
	Pearson			Spearman				
strategic intelligence	Correlation factor	P-value	number	Correlation factor	p-value	number	yes	direct
	0.592	<0.001*	104	0.586	<0.001*	104		

*significant level is 0.05

Results of Spearman and Pearson correlation factors show that there is a direct and significant relationship between managers' systematic thinking and level of organization success in executive organizations of RAFSANJAN. (r=0.592, 0.586& p<0.05)

Forth Subordinate Hypothesis: There is a significant relationship between managers' ability to motivate employees and level of organization success in executive organizations of RAFSANJAN.

H0: There is no significant relationship between managers' ability to motivate employees and level of organization success in executive organizations of Rafsanjan.

H1: There is a significant relationship between managers' ability to motivate employees and level of organization success in executive organizations of Rafsanjan.

Table 5. Results of Spearman and Pearson correlation factors on evaluating the relationship between managers' ability to motivate employees and organization success

variables	Organization success						Existence of relationship	Type of relationship
	Correlation factors							
strategic intelligence	Pearson			Spearman			yes	direct
	Correlation factor	P-value	number	Correlation factor	p-value	number		
	0.552	<0.001*	104	0.549	<0.001*	104		

*significant level is 0.05

Results of Spearman and Pearson correlation factors show that there is a direct and significant relationship between managers' ability to motivate employees and level of organization success in executive organizations of RAFSANJAN. (r=0.552, 0.549& p<0.05)

Fifth subordinate hypothesis: There is a significant relationship between managers' ability to create cooperation among employees and level of organization success in executive organizations of RAFSANJAN.

H0: There is no significant relationship between managers' ability to create cooperation among employees and level of organization success in executive organizations of Rafsanjan.

H1: There is a significant relationship between managers' ability to create cooperation among employees and level of organization success in executive organizations of Rafsanjan.

Table 6. Results of Spearman and Pearson correlation factors on evaluating the relationship between managers' ability to create cooperation among employees and organization success

variables	Organization success						Existence of relationship	Type of relationship
	Correlation factors							
strategic intelligence	Pearson			Spearman			yes	direct
	Correlation factor	P-value	number	Correlation factor	p-value	number		
	0.453	<0.001*	104	0.45	<0.001*	104		

*significant level is 0.05

Results of Spearman and Pearson correlation factors show that there is a direct and significant relationship between managers'

ability to create cooperation among employees and level of organization success

in executive organizations of Rafsanjan. ($r=0.453, 0.450$ & $p<0.05$)

Sixth Subordinate Hypothesis: There is a significant relationship between level of managers' strategic intelligence and level of organization success based on mediator variables (age, education, job record, gender).

H0: There is no significant relationship between level of managers' strategic intelligence and level of organization success based on mediator variables (age, education, job record, and gender).

H1: There is a significant relationship between level of managers' strategic intelligence and level of organization success based on mediator variables (age, education, job record, gender).

Partial correlation method of testing has been used for evaluating the relationship between managers' strategic intelligence and level of organization success based on mediator variables.

Table 7. Results of correlation method on evaluating the relationship between level of managers' strategic intelligence and level of organization success based on mediator variables.

Mediator variables	Correlation factor	P-value	Number	Existence of relationship	Type of relationship
Education	0.669	<0.001*	104	yes	Direct
Age	0.666	<0.001*	104	yes	Direct
Job record	0.659	<0.001*	104	yes	Direct
Gender	0.660	<0.001*	104	Yes	Direct
All mediator variables	0.654	<0.001*	104	Yes	Direct
No mediator variable	0.666	<0.001*	104	Yes	Direct

*significant level is 0.05

Results show that there is a significant relationship between organization success and each of the mediator variables, separately ($P<0.05$). Results also show that there is a significant relationship between organization success and all these variables simultaneously ($p<0.05$). Moreover this direct relationship always exists between strategic intelligence and organization success, whether there is any mediator variable or not. Results also show that by altering job record and gender variables, level of this relationship would decrease. But, by altering education variable, level of this relationship would increase, and altering the age variable would have no effect on this relationship.

Conclusion

This research has one main and six subordinate hypothesis, based on which we evaluate the relationship between strategic intelligence and organization success. Unfortunately, there is no other similar

research about this issue, but we consider ideas and suggestions of other scientists in this research.

Maccoby(2010) believe that strategic intelligence increase managers understanding of their job environment and prepare them for reaching their organizational goals. Managers would be so efficient in some fields but not all of them, but when different dimensions of strategic intelligence being used together, they would reinforce each other and therefore would help managers to reach their goal and have a successful organization (Mccoby, 2010).

Today, by these rapid changes, the importance of intelligence in reaching organizational goal becomes clear for everyone. Strategic intelligence would provide an image of the current and future of competitive business world for managers, so that they can react rapidly and reach their organization goals. Therefore, it is necessary for managers to have strategic intelligence and apply it in their strategic decision-

makings in order to do all their job responsibilities thoroughly (Management center, 2007).

Maccoby (2010) believe that strategic intelligence increase managers understanding of their job environment and prepare them for reaching their organizational goals. Managers would be so efficient in some fields but not all of them, but when different dimensions of strategic intelligence being used together, they would reinforce each other and therefore would help managers to reach their goal and have a successful organization (Maccoby & scudder, 2011).

Managers who have strategic intelligence would be able to identify those change processes that bring opportunities and threats for organization. They can predict organization outlook and future and cooperate with skilled persons in order to use their talent for designing organizational plans (Maccoby & Scudder, 2011).

Results of hypothesis also confirm that there is a significant relationship between strategic intelligence and organization success.

First Hypothesis: statistical results show that there is a significant relationship between foresight ability of managers and level of organization success. Managers' ability to predict problems, threats and positive opportunities is a crucial factor in process of goal determination. If managers be aware of inner and outer environment of organization, they would be able to determine the long-term mission of organization (Najaf beige, 2007).

Foresight ability is the ability to understand and identify the determinant factors of organization success. Also it is the ability to understand political, social, and economical changes which can bring threats and opportunities for organization and would have great effects on it in future. Therefore, paying attention to future is not just doing the routine activities in future, but those

intelligent managers try to find a way to see and predict future. They pay special attention to any outer changes and have the ability to predict the possible threats and know what to do in order to deal with these threats and have a successful organization at last (Maccoby, et al., 2011).

Amestuse (2011) believe that, there is a positive relationship between foresight ability of managers, functional ability of managers and organization. Also it has been mentioned that, those managers with more ability to predict threats and opportunities around them would have a better function.

Managers should try to build their strategic intelligence as a superior ability based on technologic, demographic approaches and life styles. Foresight ability is a mixture of different person outlooks of future and the main duty of managers to predict future issues and problems of organization (Havnin, 2008).

Second Hypothesis: statistical results show that there is a significant relationship between ability of managers to provide outlook and level of organization success. It is necessary for managers to have a future outlook and make benefit of changing occasions and opportunities (Stoner, et al., 2008).

Outlook is a key factor of leadership and is a mental movement from unknown to known, which help efficient managers in providing an attractive future for organization, by bringing actualities, hopes, ideas, threats and opportunities together (Sheikh Zadeh & Bagheri, 2006).

Contrasting management system with two kind of society leadership, will clarify the importance of outlook. When leaders provide an outlook, they become inspiring for their followers, attract them and create unity between them by encourage them to cooperate with each other. But if a society does not have an outlook, it would have no thrill, no motivation for progress and

development and there would be no reason for investments because there is no challenging activity (Ali Akbari, 2007).

Outlook is an organized image of an ideal future that its main necessity is unity of different parts of organizations. Having an efficient outlook, would be a complete guide book for employees to follow and make better decision to reach their organizational goals. Managers who have strategic intelligence seriously try to provide an outlook. Successful managers use suggestions of their employees and coworkers in this process.

Managers with strategic intelligence, have the ability to provide a better outlook and persuade their employees to accept it. They would provide a clear outlook for organization by using their employees' ideas and suggestions, in which the organization goals are clearly defined (Maccoby, et.al; 2010).

Third Hypothesis: statistical results show that there is a significant relationship between managers' systematic thinking and level of organization success. Systematic thinking offers a more comprehensive image of organization based on inner and outer factors and therefore managers would have more detailed theories for analysis of organization management.

One advantage of systematic thinking is creating a new and better method for building strategies, solving problems, identifying threats and opportunities, understanding the relationships and finding causes of problems and events. Systematic thinking is a new attitude towards life that acts as a tool for solving different problems and provides a more detailed and clear outlook for live systems that exist in current society and try hard for their survival, such as; individuals, groups, organizations and etc. (Marashi, et al., 2006).

Systematic thinking is the ability to combine and unify different parts of organization with

each other in order to reach organization goals and also understanding the type of this relationship. Most of managers try to act efficiently in only one part of their work and it is in conflict with principle of systematic thinking. When managers describe their organizations as a divided structure and not unified one, they would only become successful in one part of this structure.

Peter Sangeh, believe that, communicative ability is so important and is a tool for describing a group of inner relationships and change patterns. Systematic thinking creates a causal cycle in which it determines cause and caused factors.

Forth Hypothesis: statistical results show that there is a significant relationship between managers' ability to motivate employees and level of organization success. Motivation is one of the main concerns of managers. Lack of this ability would bring anxiousness and ineffectiveness. Level of motivation merely depends on level of employees efforts to do their job responsibilities. It is clear that, those employees who have more motivation would have better job performance (Boler, 2003).

One of the main duties of managers is to identify potential talents of their employees and themselves and provide all the necessities in order to flourish these talents. These talents are the bases of reaching organization success and increasing job-efficiency. In other word, motivation has a great effect on employees' job function and increasing organization proficiency. If managers be aware of these talents, they would be able to improve application of human resources in organization and prevent employees' contradictions with changes, limitations and their disagreement with each other, so they have a more profitable organization (Moghadas, 2007).

Intelligent managers have different motivating methods for different employees with different personalities, and application

of these methods depends on individual values. For example, an employee tries to follow current processes of organization and increase his job performance and at last improve himself. In this situation manager should speak with this employee, encourage him, be grateful because of his honest performance and use his suggestions and ideas for organization success and its relation with customer.

Intelligent managers are aware of the importance of employees' relationship with each other. Managers create these relations between employees in order to increase group work, confidence and security between them. These relations would decrease fear and failure of employees and provide a situation for them to speak about their ideas and suggestions liberally. Therefore, managers would be able to compensate some employees weaknesses by use of others strengths (Maccoby, et al., 20109).

Fifth Hypothesis: statistical results show that there is a significant relationship between managers' ability to create cooperation and level of organization success. In todays complicated trade world, one of the most important tools for mangers to develop their competitive place is organizations interrelations. The ability to manage these relationships efficiently is a competitive advantage. Peter Draker, believe that the biggest and most possible change in business method is to increase communications and relation based on partnership but not based on ownership (Zebardast, 2006).

It is clear that the main approach of strategic intelligence in culture of group work is the possibility of sharing information and reuse them, and continuous process of making employees capable by using these information, in all organizational levels (Merchant & Hick, 2007).

Partnership has many advantages for organizations; it can fulfill all the current lacks and future necessities of organization, it

can increase level of competition between organizations by promoting job learning, increasing organizations accessibility to outer resources and quick changes. In todays complicated trade world, one of the most important tools for managers to develop their competitive place is organizations interrelations. Also these relations and partnerships are of the main strategies of different industries such as; communication, electronics, bio-technology and automotive (Hafman, et al., 2001).

Partnership is a quick and flexible approach for reaching complementary skills and resources. Also it can cause costs division, increase organization accessibility to new markets, brings economical saving, preventing the entrance of competitors and gaining knowledge and skill for organization (Mooler, 2000).

Partnership is the most effective cause of making value in new and old business world. Therefore, managers should consider partnership as one of the main parts of organizations strategy, because of its potential power to make value in strategic partnerships.

Intelligent managers take part in group discussions and have cooperation with employees and other organizations, they try to find those partners that would have benefit for organization, create value-added for it, strengthen its strengths and remove its weaknesses, and finally, use the abilities of organization for producing new products with new services (Maccoby, et al, 2010).

Suggestions

Results show that there is a positive and significant relationship between level of managers' strategic intelligence and level of organization success. Therefore, organizations should do their best for strengthen the components of strategic intelligence in managers, and managers should improve their function and

organization proficiency, develop organization and try hard to reach organizational goals by using the components of strategic intelligence simultaneously.

Results show that foresight ability of managers has a great effect on organization success. Therefore, it is necessary for managers to be more observant about inner and outer changes, in order to identify economic, political and social changes which would bring threats and opportunities for organization.

Results show that there is a positive relationship between managers' ability to provide an outlook and level of organization success. Therefore, managers should provide organization outlook and show a clear image of organization future to employees. Because this clear image make employees to do their best and use their talents to reach organizational goals and improve it.

Results show that systematic thinking has a great effect on organization success. Therefore, managers should connect different parts of organization to each other and manage them based on specific strategy in order to reach organizational goals. Also, they should use systematic thinking in decision-makings and future planning.

Results show that there is a positive and significant relationship between managers' ability to motivate employees and level of organization success. Therefore, managers should identify employees' talents and try to develop these talents. In other words, motivating employees is a key factor for organization success and increasing its proficiency. Also, managers should use different methods for motivating different employees with different personalities.

Results show that managers' ability to make cooperation between employees has a great effect on organization success. Therefore, it is necessary for organizations and employees to cooperate with each other and have effective partnership in order to have successful organizations. They should use different abilities and suggestions to improve organizational function and increase job

proficiency. This would remove all fears and failures of members and cause them to feel that they are important factors for organization success.

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