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## **THE RELATIONSHIP BETWEEN ORGANIZATIONAL INTELLIGENCE AND ORGANIZATIONAL AGILITY IN AGRICULTURE ORGANIZATION OF HAMEDAN**

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### **ABSTRACT**

This study measured organizational intelligence and investigated the correlation between organizational agility in the Agriculture Organization of the Hamadan city. This study is a correlation and the population consists of 95 experts will be in Hamadan city Agriculture, among them 73 subjects were selected by random sampling method. Data collected from the organizational agility and organizational intelligence questionnaires with good reliability and validity were used. The results showed a significant positive correlation between intelligence and agility of organization, Also, the intelligence aspects of common destiny, desire for change, unity and agreement, morale, application of knowledge and performance of pressure and strategic vision was positive and significant relationship with organizational agility.

**Keywords:** *Organizational Intelligence, Strategic Vision, Common Destiny, Desire for Change, Unity and Agreement, Morale, Application of Knowledge, Performance of Pressure, Organizational Agility*

### **INTRODUCTION**

As in the human's world and in human's full of turbulence life those people will be successful and efficient that have a high intelligence, obviously in organizational world also the same will be truth. This issue will become significant when we accept that, in today's organization in addition to huge and creative resource of intelligent humans, intelligent machineries also play an effective role in organization's processes. Therefore the organizational intelligence in today's complicated organizations will be the resultant and combination of both human's active intelligence and machine synthetic intelligence, that managers without doubt have no other way unless using these two intelligent currents for animating and enhancing the efficiency of their organizations (Hayati, 2006).

Today, several organizations and companies face an increasing, stable and uncertain competition that has intensified because of technological innovations; change in market environments and ever, changing needs of customers. This critical situation resulted in main modifications in organization's strategic perspective, business priorities and revision of traditional and even relatively contemporary models. In a word one can say that previous approaches and solutions have lost their capability and ability to confront with organizational and external environment challenges, or would.

Rather substitute with new approaches and points of view. Therefore one the ways to respond these changing and organizational revolution factors is agility. For organizations, societies and even individuals which plan for their future it seems necessary and vital to know changes essence and importance of future's traction. But unfortunately in researches it is less given attention to organization's spiritual capitals such as organizational intelligence and agility compared to other issues.

#### ***Stating the Issue***

In animated environments, organizations face a series of undesired problems and unpredicted situations that individual's facing with them is difficult, but exploiting interactive models among members, technologies, culture and processes of an organization could encounter difficult circumstances very well.

Vik and Roberts have called these interactive models, the collection of an organization's intellects, meaning that complicated works in an organization are not done by an individual, but interaction between technologies, skills and individuals assist an organization to perform it's great tasks. Subjective profile of

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organizational wit refers to 1990s, and one should search its roots in organizational learning and knowledge management theories. But speaking of organizational intelligence was presented since 1992 clearly in an article that Matsuda published as “organizational intelligence, its importance as a process and product” in economic conference in Tokyo. After that, other experts successively considered this matter and there are some articles, books and researches edited in this field.

Albrecht (2002) also, points to having intelligent human factor, intelligent teams and intelligent organizations to be successful in a business (organization). He presents a model on issue of organizational intelligence that consists of a seven- fold dimensions: strategic perspective, common predestination, tendency towards change, alliance and compromise, mentality, knowledge application, performance pressure.

They have attributed agility to organization’s ability to respond quickly and effectively to changes in market’s demand aimed at finding customer’s requirements, according to price, specifications, quality, quantity and delivery. Additionally agility influences organization’s capabilities to produce and deliver new products with interested costs.

Reduction of production costs, increase in customer’s contention, omission of activities lacking added value and increase in competition are from advantages that can be gained through agility strategy. Khosh *et al.*, (1999) executed a research under title of agile productive system. In that research they first stated historical process and reasons to emerge agile productive system, and then expressed its different definitions and finally considered the difference between agile production, pure production and flexible one.

The first and only performed study on relation between organizational intelligence and organizational agility is an article titled “consideration of the relationship between organizational intelligence and organizational agility” at the organization of tourism’s cultural heritage and artifacts of east Azarbaijan province (Bagher and Dibavar) in which gained results indicate a meaningful positive relationship between organizational intelligence and organizational agility.

With respect to importance of two categories, organizational intelligence and agility, and lack of performed researches on this ground. It is tried in this article to consider the relationship between those two subjects. Present research aims to scale the organizational intelligence offered by Karl Albrecht in Hamedan’s agricultural jihad organization and determine its relationship with organizational agility based on Spiders model, till form one side, managers and organization’s authorities become familiar with category of organizational intelligence and agility and its dimensions, and also can improve their functionality regarding those two categories’ dimensions.

Research goals:

The aim to perform present research is to show that in Hamedan’s Jahade-keshavarzi organization, to what extent knowledge achievement and general information of all factors effecting the organization are taken into account. This is the very conception of organizational intelligence also this organization’s ability to feel, understand and predict changes available in working periphery and that, whether this organization can diagnose peripheral changes, look at them as growth and flourishing factors, and whether it has the ability to overcome unexpected challenges for encountering with unprofiled threats of working periphery, and gaining advantage and profit from changes as opportunities to grow and improvement. This is the same as organizational agility, and the relationship between those two subjects is also taken up. In summary one can state the goals of research as following:

- Considering relationship between organizational intelligence and agility.
- Consideration of the relationship between organizational agility and components to organizational smartness (strategic perspective, common fate, will to change, alliance and compromise, mentality, knowledge application, functionality’s pressure).

### **The Major Thesis**

There is a direct relationship between organizational intelligence and agility intelligence Hamadan’s Jahade Keshavarzi organization.

Minor theses:

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1. There is a direct relationship between alliance and compromise with organizational agility in Hamadan's Jihad keshavarzi org.
2. There is a direct relationship between strategic perspective and organizational agility in Hamadan's Jihad keshavarzi org
3. There is a direct relationship between mentality and organizational agility in Hamadan's Jihad keshavarzi org.
4. There is a direct relationship between common fate and organizational agility in Hamadan's Jihad keshavarzi org.
5. There is a direct relationship between knowledge usage and organizational agility in Hamadan's Jihad keshavarzi org.
6. There is a direct relationship between will to change and organizational agility in Hamadan's Jihad keshavarzi org.
7. There is a direct relationship between functionality pressure and organizational agility in Hamadan's Jihad keshavarzi org.

### **Review of the Literature**

**Organizational Intelligence:** A collection of technologies that enable each individual's intelligence all levels of organization to evaluate and analyze the data. How many motivated, intelligent, talented individuals that after years of involvement and struggle intelligence organizations, turn into unmotivated and inefficient ones! In Alberekht's opinion, collective dullness is not an essential organizational inevitable part of an organization's life. Intelligent individuals arbitrarily allow the occurrence of such matter and leaders also expand that by their behavior meaning adoption and neglecting these issues, He states that, during 25 years of experience as a managerial consultant, have seen several organizations that cause their self failure rather than getting damages of eligible rivals. Lack of executive skills, administrative disputes, political struggles intelligent all levels, lack of guidance, undesired organizing, unsuitable procedures & rules, all intelligent all integrate to prevent exploiting all brain power of one institute expended for that.

The thing which is called collective stupidity is that, it is possible that very intelligent humans are powerful enough to do large projects, but their brains' collective power will go waste. Organizational intelligent (OI) means to all factors influencing the organization. Purpose from clients, referees, rivals, economic periphery, cultural environment, organizational processes (financial, administrative, protective, productive, human resources, budget and ...) which put a great effect on the quality of managerial decisions intelligent the organization.

Organizational intelligence thesis looks for identifying abilities and weaknesses of organizations by measuring status of organization's smartness, and to present required approaches to improve organizational intelligence and finally betterment of organization's performance based on gained results. Therefore by performing such studies one can identify her organization's status for level of smartness, meaning ability to compromise and adaptability to environment, perspectives, learning and applying knowledge, structure and organization's function, mentality, information and communication technology and organizational memory. They rather promote efficacy and effectiveness of organization by focusing on abilities and planning for remove of weaknesses.

**Seven-fold Dimensions of Organizational Intelligence:** Karl Albrecht intelligent 2002 intelligent a book titled "minds' power in work: organizational intelligence intelligent practice" points that one of the outputs of organizational intelligence is to prevent collective dullness. He considers organizational intelligence as a talent and capacity of an institute to loco mote intellectual ability of organization and focusing that ability towards reaching organization's assignment. In his opinion, these seven properties determine employees' rights and behavior but not a collection of behaviors or structural characteristics organizational appropriate processes, market's demand, consolidated assignment, clear goal and pivotal values. In each dimension, one can identify events that influence maximizing that intelligence.

1. Strategic perspective: every organization requires a theory, a conception, an organizing principle and a definition of what it looks for accomplishment. In other words this dimension points to capability of

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creation, derive results, and expressing goal of an organization. The perspective describes the future organization searches for.

2. Common destiny: when all organizational majorities of one organization's individuals involve working, they already know what is the assignment and message of their organization, they feel to have a common goal, and every individual understands the organization's success compulsorily. They can in caressingly act to reach the perspective.

3. Will to change: In some organizations, any kind of change organizational revolution shows a type of sickness and even chaos in appearance. In elsewhere, the change shows challenge, achieving new and exciting business, and in other words, it is a chance to start a new business and activity. A will towards revolution requires that being consistent with all changes required for accomplishment of strategic perspective.

4. Alliance and compromise: intelligent organization, orders corporate to enable individuals executing the assignment (Albrecht, 2002). Team work is obligatory for organization's success in current complicated, dynamic environments.

5. Mentality: Means to make efforts for acting beyond standards and behaviors based on organizational contracts.

6. Exploitation of knowledge: Today more than any time, actions which cause the victory organizational failure of organization, are based on effective/ un effective utilization of knowledge, information's & data. Every organization's activity is seriously depended on data, gained information's and knowledge, simultaneous correct decisions, judgment, smartness and common sense of individuals ruling eligibility and also accuracy of applied information's which is mixed with organization's structure at any moment.

7. Functionality pressure: In a smart organization, each individual knows what to be accomplished and he/she believes in the goal's validity. Managers in such organization define clearly goals and it's expectation from personnel. Employee's problems get solved quickly and they receive feedback of their performances. Those factors influence the increase in their satisfaction and organization's performance improvement.

**Organizational Agility:** Circumstances in the current changing world is turned into a form that, everybody has understood that, the only competitive advantage of an organization in future is that, their managers learn how they can learn sooner than their rivals and this is the very conception of agility. Agility birthplace and route is caused by agile production. And agile production is a concept which has generalized in recent years and is adopted as a successful strategy by producers which prepare them for a considerable performance increase. In such periphery, each organization have to be able to synchronous production of different products with a short lifetime, redesignation of products, change in production methods and responding efficiently to changes. In case of having such abilities that productive agency will be called agile organization. Agility in operational term means a compound of several companies which everyone have it's particular skills and reservations. They issue enables colleague institutes to match and respond changes according to customer's requirements.

Although means ability to respond and quick, successful reaction to environmental changes. Other organizations & institutes similar to producers, are obliged that, for competitive purposes in twenty first century, search for agility, because modern organizations are encountered with increased pressure to find new ways of efficient rivalry in global searching market. Agility promotes organization's ability to present products and services with high quality, and consequently becomes an important agent in organization's fruitfulness. Many of organizations turn face to approaches like virtual organization and virtual team to improve the agility and become expanded globally.

That how organization's can succeed in a dynamic, unforeseeable environment is the most important today's challenges in the world. Although different approaches like timely production, afresh engineering, virtual organizations and network- making are introduced but organizations getting has turned into an important capability which puts great effects on organization functionality.

May researchers have been active in the grounds of agility and each has presented several definitions that their dominant they are associated with significations like productive abilities to respond to accidental

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change quickly, predetermined answer to changes, profiting from environment, and improvement and survival ability in an ever changing, unforeseeable changed environment. We offer some of those definitions in the following:

Productive abilities to respond quickly to instant and unforeseeable changes (Goldman *et al.*, 1995; Richards, 1996).

Predetermined respond to changes (Goldman and Najel, 1993).

Profiting from environment (Goldman and Najel, 1993; Goldman *et al.*, 1995).

Capability of consistency and quick reformation (Maskel, 2001; Hormozy, 2001).

Generating virtual organization and use of market's knowledge (Goldman *et al.*, 1995).

Ability of effective responding to customer (Soba, 2001; Ibrahim and Jagoob, 2001).

Ability to survive and improve in an ever- changing, unforeseeable environment (Day, 1999; Maxel, 2001).

Agility is an extensive capability of business which includes organizational structures, data systems, supportive processes and especially, collection of thoughts.

Dimensions of organizational agility are: rivalry, flexibility responsiveness and speed.

**Conception Model:** Organizational intelligence with dimensions of strategic perspective, alliance and consistency, common destiny, Function's pressure, knowledge application, will to change and mentality are given on figure (1).



Figure 1

Figure 1 derived from the article of considering relationship between organizational intelligence components and learning organization in Islamic Azad University, Rood hen branch, Dr. Parinaz Bani Si, Alireza Malek- Shahi

Also the conception model of organizational agility with dimensions of rivalry, flexibility, speed and responsive are given in figure (2).

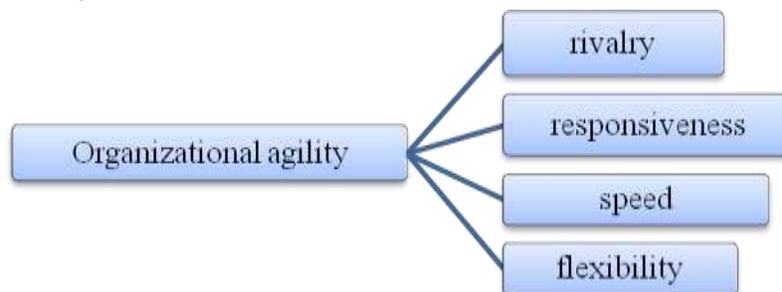
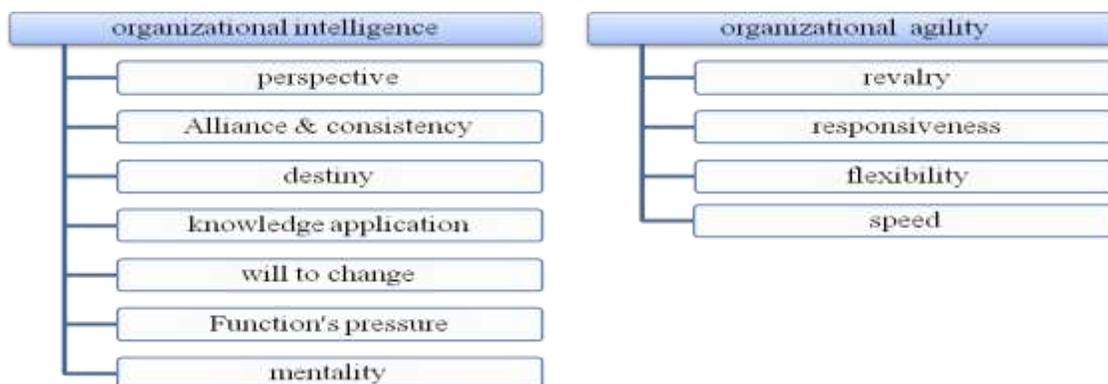


Figure 2

Figure 2 derived from article of organizational agility = responsive and organizational flexibility's speed, Sayyed Ibrahimian Jelo- Dar Sayyed Mahmoud Ibrahimian Jelo-Dar.

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Operational, analytical model: Independent variable (Organization's intelligence) dependent variable (Organizational agility) and dimensions of organization's intelligence (Strategic perspective, alliance and consistency, common destiny, knowledge application, will to change, function's pressure, and mentality) are given on figure (3).



**Figure 3: Operational model of organizational intelligence & agility**

The aim of this model is to communicate between each single component of organizational intelligence (Strategic perspective, alliance & consistency, knowledge application, will to change, function's pressure and mentality) and organizational agility.

## MATERIALS AND METHODS

### Methodology

This research with respect to its subject, goals and theories which is based on the relationship between organizational intelligence dimensions and organizational agility, is an applied one from the dimension of goal, and is descriptive correlated from the aspect of methodology, which is performed as a field one. The statistical society is studied by some of Hamedan's Jahade keshavarzi organization experts and its volume is 95 people & by using morgan table, sample capacity is determined to be 76 ones which sampling occurred in simple random method. Rate of questionnaire's return was %96.

**Questionnaire's Specifications:** To scale organizational intelligence, karl Albrecht's standard questionnaire including 49 questions, seven bit measures which in fact contained 7 questions for each one of seven bases for organizational intelligence, and to measure organizational agility, standard questionnaire printed in the book "improvement of performance measurement" written by Mr. Spiders which printed in 2007 for the first time and has 30 questions were used.

In those questionnaires, the measure is of Likert 5 degrees type with options (very little, little, somehow, much, very much) and scoring manner as following: options having very little validity, score1, little scored2, to some extent scored3, much scored4 and very much scored 5.

Admissibility and endurance of research: In this research, after verifying questionnaire's outward and content admissibility, to estimate questionnaire's endurance, kronbach Alpha method was used, and using SPSS software, level of endurance to organizational intelligence's questionnaire questions was achieved to be 0.962 that is an ideal level; and level of endurance to organizational agility questions was equal to 0.923. Therefore the employed questionnaire would enjoy a high endurance.

## RESULTS AND DISCUSSION

### Findings

**Research Assumption's Exam:** To investigate research assumptions which is concerned with investigation of meaningful relationship between dimensions of organizational intelligence and agility, person's correlation exam; and in order to determine organizational intelligence status and organizational

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agility status of Hamedan’s Jahade keshavarzi organization, after having considered data normality, single sample t-test was used.

**Organizational Intelligence Status:** Respondents were divided into two groups per organizational intelligence status: (organizational intelligence of less than average level & organizational intelligence of higher than medium level). Sixty four point four percent (47 ones) had low organizational intelligence and 35.6 percent (26 ones) had high organizational intelligence.

**Organizational Agility Status:** Respondents were categorized into two groups per organizational agility status: (low organizational agility and high agility): fifty four point eight percent (40 ones) had low organizational (agility & 45.2 percent (33 ones) had high agility.

**Main Assumption 1:** There is a direct relationship between organizational intelligence and organizational agility.

To exam the assumption, pierson’s correlation test is used. The assumption is defined as following:

**Zero Assumption:** There is no direct relationship between intelligence and agility in organizations.

$$\begin{cases} H_0: P = 0 \\ H_1: P \neq 0 \end{cases}$$

**Table 1: Correlation of intelligence and agility in organizations**

Organizational agility	Organizational agility	Organizational intelligence
0.483	Pearson correlation	
0.000	Sig (2-tailed) meaningful level	Organizational intelligence
73	N	
	Number	

According to table (1) pearson’s correlation coefficient gained from intelligence and agility in organizations is 0.483 Also achieved meaningful level 0.000 is less than considered error level (0.05). Thus zero assumption is rejected and one assumption is adopted which is based on direct relationship between intelligence and agility I organizations.

It is inferred from the result of this assumption that, correlation coefficient is a positive, meaningful value: The more increase in intelligence level, the higher will be the agility.

**Side Theory 1:** Alliance and consistency have a direct relationship to organizational agility.

To test this hypothesis, pearson’s correlation test is used. The theory is defined as follows:

**Zero Assumption:** Alliance and consistency have no direct relationship to organizational agility.

**First Assumption:** There is direct relationship between alliance & compromise with organizational agility.

$$\begin{cases} H_0: P = 0 \\ H_1: P \neq 0 \end{cases}$$

**Table 2: Correlation between organizational agility and alliance – compromise**

Organizational agility	Organizational agility	Organizational intelligence
0.448	Pearson’s correlation coefficient	
0.000	Sig (2-tailed) meaningful level	Alliance and consistency
73	N	
	Number	

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With regards to table (2) achieved pearson’s correlation coefficient between alliance- consistency and organizational agility is 0.448 Also gained meaningful level 0.000 is less than considered error level 0.05. Hence, zero assumption is refused and first assumption is adopted which is based on direct relationship between alliance – consistency and organizational agility. It is inferred from the result of this theory that correlation coefficient is a positive, meaningful value:

The more increase in alliance – consistency, the higher will be the organizational agility.

**Side Theory 2:** There is a direct relationship between strategic insight and organizational agility.

To test this theory, pearson’s correlation exam is used. The theory is defined as following:

**Zero Assumption:** There is no direct relationship between strategic insight and organizational agility.

**Assumption One:** There is a direct relationship between strategic insight and organizational agility.

$$\{H_0: P = 0$$

$$\{H_1: P \neq 0$$

**Table 3: Correlation between organizational agility and strategic insight**

Organizational agility	Organizational agility Organizational intelligence
0.471	Pearson’s correlation coefficient
0.000	Sig (2-tailed) meaningful level
73	N Number
	strategic insight

**Regarding table 3** achieved pearson’s correlation coefficient between strategic insight and organizational agility is 0.471 Also gained meaningful level 0.000 is less than considered error level 0.05. Thus the zero assumption is refused and first assumption is adopted which is based on direct relationship between strategic is sight and organizational agility. From result of this theory that correlation coefficient is a positive, meaningful value, it is inferred that:

The more the strategic insight, the higher will be the organizational agility.

**Side Theory 3:** There is direct relationship between courage and organizational agility in organizations.

**First Assumption:** There is direct relationship between courage and agility in organization.

$$\{H_0: P = 0$$

$$\{H_1: P \neq 0$$

**Table 4: Correlation between organizational agility and courage**

Organizational agility	Organizational agility Organizational intelligence
0.441	Pearson’s correlation coefficient
0.000	Sig (2-tailed) meaningful level
73	N Number
	Courage & bravery

Regarding table 4, gained pearson’s correlation coefficient between courage and agility in organizations is 0.441. Also, achieved meaningful level 0.000 is led than considered error level 0.05.

Therefore zero theory is refused and assumption that correlation coefficient is a positive meaningful value, it is inferred that:

The more the level of courage and bravery, the higher will be the organizational agility.

**Side Theory 4:** There is a direct relationship between common destiny and organizational agility.

To examine this theory, pearson’s correlation test is used. The theory is defined as following:

**Zero Assumption:** There is no direct relationship between common destiny and organizational agility.

**First Assumption:** There is a direct relationship between common destiny and organizational agility.

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$$\begin{cases} H_0: P = 0 \\ H_1: P \neq 0 \end{cases}$$

**Table 5: Correlation between organizational agility and common destiny**

Organizational agility	Organizational agility	Organizational intelligence
0.354	Pearson’s correlation coefficient	
0.002	Sig (2-tailed) meaningful level	Common destiny
73	N	
	Number	

Regarding table (5), achieved pearson’s correlation coefficient between common destiny and organizational agility is 0.354. Also gained meaningful level is less than considered error level 0.05.

Thus zero assumption is refused and first assumption is adopted which is based on direct relationship between common destiny and organizational agility.

From the result of this assumption that correlation coefficient is a positive, meaningful value. It is inferred that:

The more the common destiny level, the more will be the organizational agility.

**Side Theory 5:** There is a direct relationship between knowledge application and organizational agility.

To examine this theory, pearson’s correlation test is used. The theory is defined as following:

**Zero Assumption:** There is no direct relationship between knowledge application and organizational agility.

$$\begin{cases} H_0: P = 0 \\ H_1: P \neq 0 \end{cases}$$

**Table 6: Correlation between organizational agility and knowledge application**

Organizational agility	Organizational agility	Organizational intelligence
0.468	Pearson’s correlation coefficient	
0.000	Sig (2-tailed) meaningful level	Knowledge application
73	N	
	Number	

Regarding table (6) achieved pearson’s correlation coefficient between knowledge application and organizational agility is 0.468. Also gained meaningful level 0.000 is less than considered error level 0.05. Therefore zero assumption is refused and first assumption is adopted which is based on direct relationship between knowledge application and organizational agility.

Out of results from this theory which, correlation coefficient is a positive, meaningful value, it is inferred that:

The more the level of knowledge application, the more will be the organizational agility.

**Side Theory 6:** There is a direct relationship between will to change and organizational agility.

To examine this theory, pearson’s correlation test is used. The theory is defined as following:

**Zero Assumption:** There is no direct relationship between will to change to change and organizational agility.

**First Assumption:** There is direct relationship between will to change and agility in organizational.

$$\begin{cases} H_0: P = 0 \\ H_1: P \neq 0 \end{cases}$$

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**Table 7: Correlation between organizational agility and will to change**

Organizational agility	Organizational agility	Organizational intelligence
0.428	Pearson's correlation coefficient	
0.000	Sig (2-tailed) meaningful level	Tendency towards change
73	N Number	

Regarding table (7) achieved pearson's correlation coefficient between a will to change and organizational agility is 0.428. Also gained meaningful level 0.000 is less than considered error level 0.05. Therefore zero assumption is refused and first assumption is adopted which is based on direct relationship between a will to change and organizational agility.

From result of this theory that correlation coefficient is a positive, meaningful value. It is inferred that: The more the will to change's level; the more will be the organizational agility.

**Side Theory 7:** Performance pressure has a direct relationship to organizational agility.

To examine this theory, pearson's correlation test is used. The theory is defined as following:

**Assumption One:** There is no direct relationship between function's pressure and organizational agility.

$$\begin{cases} H_0: P = 0 \\ H_1: P \neq 0 \end{cases}$$

**Table 8: Correlation between organizational agility and function's pressure**

Organizational agility	Organizational agility	Organizational intelligence
0.458	Pearson's correlation coefficient	
0.000	Sig (2-tailed) meaningful level	Function's Pressure
73	N Number	

With regards to table (8), achieved pearson's correlation coefficient between performance's pressure and organizational agility is 0.458. Also, gained meaningful level 0.000 is less than considered error level. Thus the zero assumption is refused and assumption one is adopted, which is based on direct relationship between performance's pressure and agility in organizations.

From this theory's result that correlation coefficient is a positive, meaningful value. It is inferred that: The more the level of performance's pressure, the higher the level of organizational agility.

Determination of organizational intelligences status in Hamedan's jahade keshavarzi organization.

In this test, statistical theory is stated as below:

$$\begin{cases} H_0: \mu \leq 3 \\ H_1: \mu > 3 \end{cases}$$

The test this theory, the assumption one is stated in such manner that average responses scores at certain level, is 95 percent larger than 3, and zero assumption in this form that, average responses scores are less or equal to 3. Zero assumption declares that organizational intelligence status of Hamedan's jahade keshavarzi organization is places in medium level downwards. And assumption one is based on that, organizational intelligence status of Hamedan's jihad keshavarzi organization is placed at a medium level.

**Table 9: Single sample t-test associated with organizational intelligence status**

Meaningful level	t	Freedom degree	Standard derivations	Average	Organizational intelligence
0.442	1.071	72	0.682	2.83	Organizational intelligence

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Average level of organizational intelligence (2.83) is less than medium level (3).  
 With respect to table (10), ( $t_0=0.071 < t_{0,05,72} = 1.645$ ) and meaningful level ( $P=0.442 > 0.05$ ), there is no reason to refuse zero assumption. Thu, the organizational intelligence level would be medium downwards in Hamedan’s jihad keshavarzi organization.

Determination of organizational agility status in Hamedan’s jahade keshavarzi organization:

In this exam, statistical theory is stated below:

$$\begin{cases} H_0: \mu \leq 3 \\ H_1: \mu > 3 \end{cases}$$

To test this hypothesis, assumption one is stated in stated as such that average responses scores at secure level, is 95 percent larger than3, and zero assumption in such way that, status of organizational agility in Hamedan’s jahade keshavarzi organization is medium level downwards. Assumption one is based on that, status of organizational agility in Hamedan’s jihad keshavarzi organization is placed at a medium level upwards.

**Table 10: Single sample t- test associated with organizational agility status**

Meaningful level	t	Freedom degree	Standard deviation	Average	
0.315	1.499	72	0.673	2.80	Organizational agility

Average organizational agility level (2.80), and is less than medium level (3).  
 With respect to table (12-4): ( $t_0 = 1.999 < t_{0,05, 75} = 1.645$ ) and meaningful level ( $P=0.315 > 0.05$ ) there is no reason to refuse zero meaningful level ( $P=0.315 > 0.05$ ) there is no reason to refuse zero assumption, therefore, organizational agility level in Hamedan’s Jahade keshavarzi organization is medium downwards.

**Conclusion**

As we observed in results analysis, Meaningful relationships gained between organizational agility and organizational intelligence and it’s components including common testing, a will to change, alliance and consistency, mentality, knowledge application, performance’s pressure & strategic perspective.

A Reason to this issue is that, the requirement to existence of an advanced, agile organization is availability of a will to change among members and enjoying a common goal, till by their alliance and consistency and of course application of to- data knowledge and sciences make efforts for a high performance, and provide causes to improvement and growth and agility in organization. An agile organization, therefore should cope with peripheral changes and make alterations it’s own outlook and strategies according to environmental changes.

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