Indian Journal of Fundamental and Applied Life Sciences ISSN: 2231– 6345 (Online)
An Open Access, Online International Journal Available at www.cibtech.org/sp.ed/jls/2015/01/jls.htm
2015 Vol.5 (S1), pp. 2542-2553/Mahsa and Naghsh
Research Article

ANALYZING THE RELATIONSHIP BETWEEN THE USE OF INFORMATION SYSTEMS AND BUSINESS INTELLIGENCE OF MANAGER AT ISLAMIC AZAD UNIVERSITY OF SHOSHTAR

Mahsa Zangeneh and *Amireza Naghsh
Department of Management, Isfahan (Khorasgan) Branch, Islamic Azad University, Khorasgan, Iran
**Author for Correspondence*

ABSTRACT
The purpose of this study was to determine the relationship between the use of information systems and organizational intelligence of managers at Islamic Azad University of Shoshtar. The study population consisted of all 100 heads of Islamic Azad Universities of Shoshtar and sampling was census method. The study was cross – correlation. Also, this study can be considered as an applied research. In order to collect data and gather information, the standard OI questionnaire of Albrecht (2003) and a research made questionnaire were used for the implementation of information systems. Informal and content validity of the questionnaire were confirmed by the number of respondents, experts and advisors and the reliability of the questionnaire was determined as 85% through Cronbach alpha coefficient. Also statistical-descriptive and inferential statistics methods were used for data analysis and hypothesis testing. The results showed that there is a relationship between the use of information systems and strategic vision, a common destiny, willing to change, spirit, unity and agreement, the application of science and stress management at Islamic Azad University of Shoshtar.

Keywords: *Information Systems, Organizational Intelligence, Strategic Vision, a Common Fate, Willing to Change and Performance Pressure*

INTRODUCTION
Widespread and growing use of computers is an undeniable reality that global communications system is based on the knowledge and use of computers and information networks. The position demands that managers to equip knowledge of "applying the effective use of automated information systems" for fast and secure access to information (Movafagh, 2009). The first step in implementing the management tasks is decision making. Given that decisions making without information and the necessary data is not available, the basic task is to providing such information for management. In other word, management without having enough required information in special period of time cannot lead own organization to reach the predicted goals. In other word, every single task inside the organization requires decision making process at management level and it is clear that true and on time and according to the subject and have the necessary integrity are critical for optimum performance of management. Because managers achieve cognitive through information and processing it that choose the possible options to resolve the issues and identify the most appropriate. So it must be said that information in the organization is as a system that today, the management and administration of the organization known it as the Information Management System. This information system makes it possible to upgrade management of the organization's decision. In other words, the aim of management information systems is to enhance management data process and to reduce information speculation and uncertainty in solving organizational problems at different levels of the organization through system. In order to improve the performance of managers through management information systems, required information for management in the areas of planning, organizing, communication, controlling, and generally for decision making are provided (Rahmani, 1999).
Most scientists consider ability for organizations called business intelligence that is a combination of human intelligence and machine intelligence. Organizational intelligence from the perspective of Albrecht is the talent and capacity of an organization to move up the mental ability of an organization and to concentrate the abilities to achieve the mission of the organization. On the other hand, organizational

intelligence of managers and employees in the organization depends on information systems in the organization. Nowadays, it can trustfully be said that use of organizational intelligence can improve comparativeness of an organization and distinguishes it from other organizations. This way helps the organizations to use existed information for development. It makes it possible to better understand the demands and needs of the customer and enable to contact management with them. It also allows the organization to monitor their positive or negative changes (Hayati, 2006).

Considering the importance of the role of information systems in organizational intelligence, the main topic of this research is: "The relationship between the use of information systems and organizational intelligence of manager at Islamic Azad University of Shoshtar". The main problem of this study is whether there is a relationship between the use of information systems and organizational intelligence of manager at the University or not?

Research Literature

Organizational Intelligence

Views and different definitions have been proposed by experts for business intelligence that despite the differences, the common aspects of these definitions can be identified. The following are mentioned some of the definitions.

McMaster knows organizational intelligence as the ability of an organization as a whole, to collection of information, innovation, and knowledge creation and knowledge-based operation (McMaster, 1996).

Yolless believes that concept of organizational intelligence paradigms has more detailed such as organizational learning and knowledge management takes (Yolless, 2005).

Karl Albrecht in 2002 in a book entitled "The Power of Minds at Work: Organizational Intelligence in Action" represents one of the functions of organizational intelligence as avoidance of collective stupidity. In his view, success in business requires three ingredients, smart people, smart team and smart organizations. He knows organization intelligence as a skill and capacity of an organization in movement toward mental abilities of organization and concentration of these abilities to achieve organization mission. He describes seven dimensions of organizational intelligence in his book:

Alignment and Congruence: every group, without the existence of a series of laws to be implemented, will face many problems and disagreements to continue work. Individuals and teams need to accomplish organization's mission, be organized, share responsibilities and jobs and set rules to deal and communicate with each other and deal with the situation.

Strategic vision: in summary, the ability to create, evolve and express purpose of an organization.

Sprite: When you think of the quality of employees' work life, we focus about the employees feeling about their work and the optimism degree of their own job responsibilities and opportunities of progress and development in organization, the concept is emerging as a spirit in our mind.

Shared fate: When all or most of the people were involved in the organization, they know what the organization's mission is; feel a common goal and individuals understand the organizational success compulsory.

Performance pressure: managers should not only be involved in the performance. In a smart organization, each of the performers must be in their executive positions. Leaders can promote and support the concept of operational leverage. But this fact has the highest effect which is known as an effective set of mutual expectations and operational requirements for the shared success.

Knowledge Deployment: These days more than ever, the actions that lead a success or failure of an organization are essentially based on effective use of knowledge, information and data, and activities of the organization depends on knowledge and immediate right decisions.

Appetite for change: changing represents a challenge for new and exciting experiences in other words; it is a chance to start a new activity (Liebowitz, 2000).

In present world, due to the development and speed of technology and complicated organizations and management, quick and true decision making seems important. Therefore, since the use of employees and managers who can pull of technology and information systems with high intelligence, and quick and correct decisions are very important. This research was to test the following hypotheses.

Research Hypotheses

The Main Hypothesis

There is a relationship between the using information systems and organizational intelligence of managers at the Islamic Azad University of Shoshtar.

Secondary Hypotheses

1- There is a relationship between the information systems and strategic vision of managers at Islamic Azad University of Shoshtar.
2- There is a relationship between the information systems and shared fate of managers at Islamic Azad University of Shoshtar.
3- There is a relationship between the information systems and appetite for change of managers at Islamic Azad University of Shoshtar.
4- There is a relationship between the information systems and sprite of managers at Islamic Azad University of Shoshtar.
5- There is a relationship between the information systems and alignment and congruence of managers at Islamic Azad University of Shoshtar.
6- There is a relationship between the information systems and knowledge deployment of managers at Islamic Azad University of Shoshtar.
7- There is a relationship between the information systems and performance pressure of managers at Islamic Azad University of Shoshtar.

MATERIALS AND METHODS

The study was a descriptive- correlated research. The study population included all male and female managers at Islamic Azad University of Shoshtar which 100 were reported. Sampling was not conducted in the study and census methods have been used.

This means that all managers in this study were selected as examples. In present research, library and archives method was used to collect theoretical bases and research literature, and for data collection, filed study and questionnaire were used.

The questionnaire used in this study consists of a research-made questionnaire of information systems and a business intelligence questionnaire of Albrecht (2003). Simple regression method was used synchronously to examine the relationship between variables.

Data Analysis

First hypothesis: There is a relationship between the information systems and strategic vision of managers at Islamic Azad University of Shoshtar.

Table 1: Summary of regression model using information systems and strategic vision of managers at the University

Standard error estimate	Adjusted coefficient of determination	Determination coefficient	Correlation coefficient	Method
1.088	0.088	0.093	0.306	Enter (synchronous)

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "strategic vision of managers" is 0.306. The first hypothesis about the relationship between the use of information systems and strategic vision of mangers is proven. Also, determination coefficient is equal to 0.093. In another word, 0.093 of base variance changes, it means the use of information systems, is Adjusted through prediction variable, it means managers strategy at Islamic Azad University of Shoshtar. Adjusted coefficient of determination indicates that the model have 0.088 of changes in strategic vision of managers.

Table 2: Results of ANOVA using information systems and strategic vision of managers at the University

Sig	F	Mean square	Df	Sum of squares	Source
0.000	18.443	21.865	1	21.86	Effects of regression
		1.186	44	212.21	remained
			45	234.07	all

As can be seen in the above table, there is regression effects of "using information systems" on "strategic vision for managers" which equals as 18.443 at alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 3: Coefficients of using information systems and strategic vision of managers at the University

Sig	T	beta	Standard error	B	Variable
0.000	4.295	0.306	0.179	0.769	strategic vision

The above regression coefficients table shows predictive variable in predicting the criterion variable. As can be seen, the variable of using information systems with beta=0.306, t=4.295 has meaningful prediction for strategic vision at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.0306 in of strategic vision of managers.
Second hypothesis: There is a relationship between the information systems and shared fate of managers at Islamic Azad University of Shoshtar.

Table 4: Summary of regression model using information systems and shared fate of managers at the University

standard error estimate	Adjusted coefficient of determination	determination coefficient	correlation coefficient	Method
1.088	0.142	0.146	0.383	Enter(synchronous)

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "shared fate for managers" is 0.383. The second hypothesis about the relationship between the use of information systems and shared fate of mangers is proven. Also, determination coefficient is equal to 0.146. In another word, 0.093 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers shared fate at Islamic Azad University of Shoshtar. Adjusted coefficient of determination indicates that the model have 0.142 of changes in shared fate of managers.

Table 5: Results of ANOVA using information systems and shared fate **of managers at the University**

Sig	F	Mean square	df	Sum of squares	Source
0.000	3.711	36.51	1	36.519	Effects of regression
		1.189	44	212.85	remained
			45	249.37	all

As can be seen in the above table, there is regression effects of "using information systems" on" shared fate of managers" which is meaningful at f=30.711 and alpha 0.000. In other words, the sum of residual

squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 6: Coefficients of using information systems and shared fate of managers at the University

Significant level	T	beta	Standard error	B	Variable
0.000	5.542	0.383	0.179	0.994	shared fate

As can be seen at table, the variable of using information systems with beta=0.383, t=5.542 has meaningful prediction for shared fate at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.383 in of shared fate of managers.
Third hypothesis: There is a relationship between the information systems and appetite for change of managers at Islamic Azad University of Shoshtar.

Table 7: Summary of regression model using information systems and appetite for change of managers at the University

standard error estimate	Adjusted coefficient of determination	determination coefficient	correlation coefficient	method
1.150	0.073	0.078	0.279	Enter (synchronous)

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "appetite for change of managers" is 0.279. The third hypothesis about the relationship between the use of information systems and appetite for change of mangers is proven. Also, determination coefficient is equal to 0.078. In another word, 0.078 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers appetite for changes. Adjusted coefficient of determination indicates that the model have 0.073 of changes in appetite for change of managers.

Table 8: Results of ANOVA using information systems and appetite for change of managers at the University

Sig	F	Mean square	df	Sum of squares	Source
0.000	15.165	20.086	1	20.086	Effects of regression
		1.325	44	237.09	remained
			45	257.17	all

The regression effects of is meaningful at f=15.165 and alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 9: Coefficients of "using information systems" and "appetite for change" of managers at the University

Sig	T	beta	Standard error	B	Variable
0.000	3.89	0.279	0.189	0.737	Appetite for change

The above regression coefficients table shows the share of the predictive variable in predicting the criterion variable. As can be seen at table, the variable of using information systems with beta=0.279,

t=3.894 has meaningful prediction for strategic vision at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.279 in of appetite for change of managers.

Fourth hypothesis: There is a relationship between the information systems and sprite of managers at Islamic Azad University of Shoshtar.

Table 10: Summary of regression model using information systems and sprite of managers at the University

Standard error estimate	Adjusted coefficient of determination	Determination coefficient	Correlation coefficient	Method
1.135	0.077	0.082	0.287	Enter synchronous

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "sprite of managers" is 0.278. The forth hypothesis about the relationship between the use of information systems and sprite of mangers is proven. Also, determination coefficient is equal to 0.082. In another word, 0.082 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers sprite. Adjusted coefficient of determination indicates that the model have 0.077 of sprite of managers.

Table 11: Results of ANOVA using information systems and sprite of managers at the University

Sig	F	Mean square	df	Sum of squares	Source
0.000	16.022	20.670	1	20.670	Effects of regression
		1.290	44	230.92	remained
			45	251.600	all

As can be seen, the regression effects of using information systems on sprite of managers is meaningful at f=16.022 and alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 12: Coefficients of "using information systems" and "sprite of managers" at the University

Sig	T	Beta	Standard error	B	Variable
0.000	4.003	0.287	0.187	0.748	sprite of managers

The above regression coefficients table shows the share of the predictive variable in predicting the criterion variable. As can be seen at table, the variable of using information systems with beta=0.287, t=4.003has meaningful prediction for strategic vision at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.287 in of sprite of managers.

Fifth hypothesis: There is a relationship between the information systems and alignment and congruence of managers at Islamic Azad University of Shoshtar.

Table 13: Summary of regression model using information systems and alignment and congruence of managers at the University

Standard error estimate	Adjusted coefficient of determination	Determination coefficient	Correlation coefficient	Method
1.143	0.071	0.071	0.236	Enter (synchronous)

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "alignment and congruence of managers" is 0.236. The fifth hypothesis about the relationship between the use of information systems and alignment and congruence of mangers is proven. Also, determination coefficient is equal to 0.071. In another word, 0.071 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers alignment and congruence. Adjusted coefficient of determination indicates that the model have 0.071 of changes in alignment and congruence of managers.

Table 14: Results of ANOVA using information systems and alignment and congruence of managers at the University

Sig	F	Mean square	df	Sum of squares	Source
0.000	15.124	20.011	1	20.022	Effects of regression
		1.353	44	237.068	remained
			45	257.14	all

As can be seen at above table, the regression effects of using information systems on alignment and congruence of managers is meaningful at f=15.124 and alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 15: Coefficients of "using information systems" and" alignment and congruence" of managers at the University

Sig	T	beta	Standard error	B	Variable
0.000	3.364	0.255	0.189	0.716	alignment and congruence

As can be seen at table, the variable of using information systems with beta=0.255, t=3.364 has meaningful prediction for strategic vision at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.255 in of alignment and congruence of managers.

Sixth hypothesis: There is a relationship between the information systems and knowledge deployment of managers at Islamic Azad University of Shoshtar.

Table 16: Summary of regression model using information systems and knowledge deployment of managers at the University

Standard error estimate	Adjusted coefficient of determination	Determination coefficient	Correlation coefficient	Method
1.143	0.071	0.075	0.290	Enter (synchronous)

Table 17: Results of ANOVA using information systems and knowledge deployment of managers at the University

Sig	F	Mean square	df	Sum of squares	Source
0.000	12.155	20.54	1	20.45	Effects of regression
		1.333	44	234.76	remained
			45	244.140	all

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "knowledge deployment of managers" is 0.290. The sixth hypothesis about the

relationship between the use of information systems and knowledge deployment of mangers is proven. Also, determination coefficient is equal to 0.075. In another word, 0.078 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers knowledge deployment. Adjusted coefficient of determination indicates that the model have 0.075 of changes in knowledge deployment of managers.

As can be seen at above table, the regression effects of using information systems on knowledge deployment of managers is meaningful at f=12.155 and alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 18: Coefficients of "using information systems" and "knowledge deployment" of managers at the University

Sig	T	beta	Standard error	B	Variable
0.000	3.374	0.266	0.160	0.790	Management capabilities

As can be seen at table, the variable of using information systems with beta=0.266, t=3.374 has meaningful prediction for knowledge deployment of managers at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.266 in of knowledge deployment of managers.

Seventh hypothesis: There is a relationship between the information systems and performance pressure of managers at Islamic Azad University of Shoshtar.

Table 19: Summary of regression model using information systems and performance pressure change of managers at the University

Standard error estimate	Adjusted coefficient of determination	Determination coefficient	Correlation coefficient	Method
1.144	0.079	0.079	0.225	Enter (synchronous)

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "performance pressure of managers" is 0.225. The seventh hypothesis about the relationship between the use of information systems and performance pressure of mangers is proven. Also, determination coefficient is equal to 0.079. In another word, 0.079 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers performance pressure.

Adjusted coefficient of determination indicates that the model have 0.079 of changes in performance pressure of managers.

Table 20: Results of ANOVA using information systems and performance pressure of managers at the University

Sig	F	Mean square	df	Sum of squares	Source
0.000	10.566	20.55	1	21.543	Effects of regression
		1.368	44	237.12	remained
			45	268.66	all

As can be seen at above table, the regression effects of using information systems on performance pressure of managers is meaningful at f=10.566 and alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the

obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 21: Coefficients of "using information systems" and "performance pressure" of managers at the University

Sig	T	beta	Standard error	B	Variable
0.000	3.444	0.230	0.189	0.722	performance pressure of managers

As can be seen at table, the variable of using information systems with beta=0.230, t=3.444 has meaningful prediction for strategic vision at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.230 in of performance pressure of managers.

Main hypothesis: There is a relationship between the use of information systems and organizational intelligence of managers at Islamic Azad University of Shoshtar.

Table 22: Summary of regression model using information systems and a organizational intelligence of managers at the University

Standard error estimate	Adjusted coefficient of determination	Determination coefficient	Correlation coefficient	Method
1.448	0.085	0.083	0.379	Enter (synchronous)

As can be seen in the above table, the multiple correlation coefficients between variables of "using information systems" and "organizational intelligence of managers" is 0.379. The eighth hypothesis about the relationship between the use of information systems and organizational intelligence of mangers is proven. Also, determination coefficient is equal to 0.083. In another word, 0.083 of base variance changes, it means the use of information systems, is adjusted through prediction variable, it means managers organizational intelligence. Adjusted coefficient of determination indicates that the model have 0.085 of changes in organizational intelligence of managers.

Table 23: Results of ANOVA using information systems and organizational intelligence of managers at the University

Sig	F	Mean square	df	Sum of squares	Source
0.000	16.552	21.86	1	21.86	Effects of regression
		1.186	99	212.21	remained
			100	234.07	all

As can be seen at above table, the regression effects of using information systems on organizational intelligence of managers is meaningful at f=16.552 and alpha 0.000. In other words, the sum of residual squares would not cause significant differences to neutralize the effect of regression and to make significant difference. This means the change shown by the regression model is not accidental. In the obtained positive relationship, the best linear combination is between independent variable and the dependent variable.

Table 24: Coefficients of "using information systems" and "organizational intelligence" of managers at the University

Sig	T	beta	Standard error	B	Variable
0.000	4.212	0.377	0.133	0.790	Strategic vision

The regression coefficients table above shows the share of predictive variable in predicting the criterion variable. As can be seen at table, the variable of using information systems with beta=0.377, t=4.212 has

meaningful prediction for strategic vision at alpha=0.000. In other word, changing in every single unit of standard division in using information systems is making a change of 0.377 in organizational intelligence of managers

Conclusion

First Hypothesis

The accepting of the hypothesis shows that on time true data and information and also existence of proper information systems would help the manger use the reports of information systems for strategic planning, developing vision, mission and goals of the university,. This increases their success. Also, having the ability to provide strategic vision of directors would improve their perspective about the use of information technology and development of information systems at different levels of the organization beyond present and contribute it to the organization's future.

Second Hypothesis

The accepting of the hypothesis shows that having a sense of cooperation and coordination between managers and employees and employee involvement in decision-making by managers will increase a sense of shared destiny and makes employees more successful in fulfilling the organization's mission. In fact, when all or almost all of the members involve in organization, they will understand organization mission and will have common goal and individuals will understand organization success. Meanwhile, the role of information systems can increase the cooperation between manager and employee, for example through the suggestions and comments on the improvement of the organization's staff and also using their input in decision-making can enhance a sense of common destiny among the employees. Also report of the manager about the status (that provided the documented data to the information systems) can help informing employees about the organization condition and managers request about the cooperation of employees toward organization objects and improvement of conditions can also help to enhance a sense of common destiny.

Third Hypothesis

In some of the organizations, managers do not accept changes and it is considered as a form of chaos but in some organizations it is demonstrating the development and new business and it is exciting for staff and managers and they will welcome it. In many cases, changes in organizations are related to the information systems and can make changes in organizations. Using information systems are directly related to the manager intelligence since usage of information systems do not always cause positive changes and if it is wrong in the information systems it not only does not cause positive changes but also will have negative result and will have disadvantages. Also if the condition of acceptance is not prepared in an organization by users, it will fail to success. For example, automation in an organization can fasten the current flow and as a result will satisfy the clients, it may face the defense or unwilling of employees. It is the managers' duty to use information systems intelligently to be introduced to employees and reinforce them to use it and face the changes.

Forth Hypothesis

The acceptance of the hypothesis shows that the sprite of employees means the feeling of success and proud to work in an organization; follow the above job duties, optimism and belief in commitment and to move according to organization strategic plan. Lack of sprite or weak sprite can cause employees to perform fewer duties than should, but high sprite employees will perform duties in higher level and try more to success the organization and gain the subjective. In fact, organization managers can encourage employees (based on personnel evaluation data at information systems) through providing appropriate environmental conditions at work (both in terms of systems up to date and in terms of physical space), the amenities (free internet use, etc.) and increase the employee outcomes and productivity by Increasing sprite.

Fifth Hypothesis

Acceptance of this hypothesis showed that the individuals and groups need to organize themselves to fulfill the organization's mission. Divide the responsibilities and jobs and confirm a number of rules to deal with each other and communicate with the situation. Having a predetermined procedure for mission

and goals to have unity and agreement can also help managers. In this situation, information systems are the main tool for organizations to provide same information and data make the management decisions basically and logical and move out of taste. Also the agreement between the administrators allows agreement on the selection and use of information systems and rejects personal preferences at using systems in organizations.

Sixth Hypothesis

Acceptance of the hypothesis shows that nowadays, more than ever, organizations victory or defeat is mostly based on the effective or ineffective use of knowledge, information and data and its accuracy will be obtained through information systems. Also use of employees' idea in organizations, sharing information and knowledge and make personnel familiar with the culture of sharing knowledge and appreciation of knowledge by the director that increases the use of knowledge and information systems in organizations.

Seventh Hypothesis

Acceptance of the hypothesis shows that individuals in an organization should be aware of what to be obtained. In an organization, managers introduce the objectives and the expectations from employees clearly and report the feedback according to these expectations. Then employees have to perform determined duties.

Main Hypothesis

Given the current era as the era of information and communication technology and the use of information systems, and according to the accepted hypothesis of the study it can be concluded that use of information systems is in relation with organizational intelligence and it can help the mangers to perform the duties and increase their strategic vision to use knowledge. Being familiar with the methods of positive change and enhancing the spirit of unity and agreement among the people reduces performance pressure and increases the improvement and business excellence.

Offers

First Hypothesis

1- It is recommended to increase the visibility of strategic management classes encourage them to use information systems.

2- Each year, according to time of day and the reports of information systems, university director review and revise organizational strategies.

Second Hypothesis

It is recommended that the managers use information systems to increase the relationship between mangers and employees and use the ideas of employees in decision making (such as the use of recommendation systems).

Third Hypothesis

It is recommended that the mangers inform he employees about the organization changes and open their vision to use the informational systems and encourage them to use it.

Forth Hypothesis

1- It is proposed to provide managers with the necessary personnel information systems in order to facilitate the process of increasing the sprite of employees.

2- It is suggested to design information systems in a way that empower and make the employees in line to perform duties.

3- It is recommended to use assessment systems as evaluation criteria to increase employee's morale.

Fifth Hypothesis

It is recommended that managers in organizations use data and information reports for decision making to decrease preferred methods.

Sixth Hypothesis

It is recommended that as this is information technology era and universities are knowledge hub, managers use more information systems at universities to perform actions.

Seventh Hypothesis

It is recommended to clarify the duties and expectations from employees through using information systems and report their feedback and use it as a criterion for reward and punishment.

ACKNWLEDGEMENT

We are grateful to Islamic Azad University, Khorasgan branch authorities, for their useful collaboration.

REFERENCES

Liebowitz J (2000). *Organizational Intelligence: A Knowledge Management Primer* (CRC press) Florida 1-4.

Mc Mater MD (1996). *The Intelligence Advantage: Organizing for Complexity* (Butterworth-heinemann) Newton, MA.

Movfagh H (2009). Influence of automated information systems in management decision making of Imam Ali (AS) University. *Military Management* **34** 114-91.

Rahmani H (1999). Review the role of management information systems to improve decision making and budget and affiliated organizations, MS Thesis, Faculty of Economic and Administrative Sciences, University of Isfahan.

Yolles M (2005). Organizational intelligence and negation based DAI system-theoretical foundations and experimental Results working papers of the institute of business information's, University of munster, Germany.