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An Analysis of Organizational Intelligence and Organization Agility Status in Tehran University of Medical Sciences

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Abstract

The purpose of current study is to analyze the status of organizational intelligence and agility at Tehran University of Medical Sciences. Research population is all of the employees of Tehran University of Medical Sciences. The sample size was estimated 164 people using Morgan table. Data was collected using questionnaire and based on a convenience sampling plan. Additionally, Agility Model of Yusuf et al. (1999) and Albrecht's (2003) organizational intelligence model were used to examine the relationship between two construct. Data were analyzed by confirmatory factor analysis and one-sample t-test using SPSS, and AMOS. Results showed that the status of organizational intelligence is not suitable except for in the dimensions of tendency to change, spirit, and consistency. Organizational agility was in a middle level except for the dimensions of quality and changes in Tehran University of Medical Sciences.

Key words: Organizational agility; Organizational Intelligence; Status analyze; Tehran University of Medical Sciences

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INTRODUCTION

Organizations found that in the conditions of environmental turbulence, the lifetime of customer trust to them will not be continued unless a strategy to manage and value their agility. In other hand, the client or customer satisfaction influence on the lifetime of organization in present and future and performance of any business success depends on maintaining the customers. The most important issue about customer satisfaction is the loyalty and also the dissemination of positive words about organization to others (potential customers), this causes to increase their interest to use the organization services. All of these issues will lead to survive the organization and a higher degree of the growth, development and profitability of the organization (Coltman, 2007). Agility is a reaction against the present challenges in a work place that could be dominant on the same environment by change and uncertainty. In fact, agility will facilitate the integration of technology, employees and relationship management so that react to the changing needs of customers in market place with continuous and unpredictable change, this approach is seen as a luxury and not practical in Iranian organizations. In other hand, the reduction in service costs, increase customer satisfaction and service quality, eliminating activities that do not add value, and increased competitiveness in the market, are among the benefits that can be achieved through strategic agility. So the agility strategy could be considered as among a necessity in today's organizations and this study has tried to investigate the situation of agility and its requirements such as organizational intelligence in Iranian organizations. Organizational intelligence and human intelligence are two words you should be careful not to be confused with each other. Human intelligence is an innate ability that may be passed from a generation to next, but organizational intelligence means appropriate mix of resources, knowledge and skills within the organization (Jung, 2009). In fact, the organizational intelligence will help to identify, select, organize and publish freely important skills and information as an organizational memory and typically are not organized. This makes

organization efficiently and effectively for solving learning problem, strategic planning and dynamic decision-making (MalekZadeh, 2010). Moreover, nowadays, organizations, especially educational institutions witnessed rapid and unpredictable change in environment. Growing global competition, the development of information technology and changes in demographical characteristics of human sources and customers are at the heart of change. In such circumstances, managers have little opportunity to control their own employees and they have to spend much time and effort to identify the internal and external environment and employees do other routine duties. So, today's most important source of competitive advantage for the organization is the committed, excited and responsible staff. But, their potential talents is often not be used in organization. Obviously, improving organizational intelligence in an organization will increase the ability of employees and managers. One of these organizations is universities and higher education establishments. Since the higher education has determinant role in country economical and cultural development and educates the required professional human source in different divisions, development of this part is the foundation of other parts development. This study followed two fundamental goals as below: (1) Analysis of organizational intelligence at the Department of Tehran University of Medical Sciences, and (2) analysis of organizational agility at the Department of Tehran University of Medical Sciences.

1. THEORY AND RESEARCH BACKGROUND

1.1 Organizational Intelligence

Trim (2004) defines organizational intelligence in general and focuses on the entire organization, as understanding of organizations as learning and creative systems. Organizational intelligence is the capacity of an organization to create and use knowledge to adapt to the market environment strategically. Organizational intelligence is like IQ, but formed an organizational level. Organizations with smooth and stable environment, may not need high rate of intelligence but organizations with turbulent and divergent environment, need more intelligence. To increase organizational intelligence, its cost of development and maintenance should be increase, this venture capital may be focused only on the latter but not the former cases. But there is extensive belief about the general tendency in spite of stable or turbulent environment, it seems it requires a general need to organizational intelligence (Hawedi, et al.). Overall organizational intelligence reform is both possible and desirable. The benefits of such reforms are also diverse. Organizations may seek further success in the short term and a long-term growth prospects for survival. Work ethic will probably improve and more employees and individuals have the opportunity to develop their roles. In the wider economical-social system, the intelligent organizations creates more value includes not only economic, but also human value as well. In order to enhance the intelligence, the employee should first attempt to prevent what is bottleneck in organization intelligence. Lack of intelligence is not related to mistakes, but its repeat is. Also Veryard (2004) emphasizes the importance of identifying and removing obstacles in the way of intelligence and creativity in an organization by the following means:

• Communication strategy: Characterization of the extent and importance of the goals that have been successfully shared, especially between multiple subcultures to determine the extent to which the shareholders of the conversation and hear what they say has been successful.

• Group dynamics: Clarifying how employees work together to psychological structures and processes of the team - a group of organizations.

• Knowledge Management: Clarifying how ideas, information and intellectual capital of the organization, are developed, modified.

• Process improvement: Determining the homogeneity and heterogeneity between processes, organizational values and goals, improving organizational processes depends on the extent of outside intervention or hybrid learning system itself.

• Risk Management: Clarifying the extent to which individuals and groups are faced to organizational challenges and uncertainties on the job.

• Space management: Identifying the physical environment in which the organization lives on it, the congruity or incongruity between organizational processes and the physical environment in which they are located.

• Appraisal system and capital investment: How do costs, benefits and risks, new technologies, systems and environments including the physical environment inside and outside the organization, homogeneity and heterogeneity between IT and Finance in the one hand, and the goals and values of the organization in the other hand.

• Management of technology: Characterization of how this new technology implemented by the organizations and systems are implemented, homogeneity and heterogeneity between human and technical systems.

Among the proposed models for the assessment of organizational intelligence in an organization, organizational intelligence model of Albrecht (2003) have great reputation. In this model, intelligence is comprised seven dimensions. Each of the seven dimensions of organizational intelligence has a set of behavior, structural characteristics, processes or specific way they function. The seven dimensions are including as below (Sattari, 2007):

(1) Strategic Vision: Every organization requires an idea, a concept, an organizing principle or a definition of what it is to search and satisfaction are important.

(2) The common fate of all individuals in an organization, including factors such as suppliers and partners concerned and sometimes family members need to know what their mission.

Figure 1
Albrecht Organizational Intelligence Model (2003)

(3) Tendency to Change reflects the challenges and exciting opportunities for new experiences and the chance to achieve something new are considered. The enthusiasm is so great that we need to be so big so that adopt different types of changes we can implement in our strategic vision.

(4) Morale: aside from the common fate, included consent to do something more than what is specified standards.

(5) Alignment and consistency: Any group of more than a dozen people will conflict to each other where there are no set of rules.

(6) Knowledge expansion: Nowadays numerous companies have directed toward success or failure because of the effective use of knowledge, information and data.

(7) Operation Pressure: it is not enough that the executive directors and experts are tactically aware of organizational performance and strategic objectives and outputs. Everyone in intelligent organization should own a proposition to be performed; it means a feeling about what should be aware of the permanence and validity of its objectives.

Organizational intelligence has been evaluated by some studies have been conducted using Albrecht model that some of them are mentioned below. Lefter, et al. (2008) conducted a study aimed at providing an overview of the Romanian companies to staff positions due to the seven dimensions of Albrecht organizational intelligence model. However, the data shows that organizational intelligence is moderate or higher level. Alavi and Arabloo (2011) were examined the level of intelligence of librarians in Islamic Azad University, Tehran Science and Research. Analysis of data collected from the statistical society (all employees of the Central Library Islamic Azad University, Science and Research Branch of Tehran) implies that the components of strategic vision are in first place and knowledge components are located in second place. Also in terms of knowledge function, the strategic vision, tendency to change, and pressure of Organizational Intelligence function are desirable. But constituents of unity and agreement, and the spirit of common fate have been at a low level among the librarians. Keivanara (2011) determine the relationship between knowledge management and organizational intelligence in Isfahan University of Medical Sciences. The survey instrument consisted of a questionnaire on knowledge management and organizational intelligence standard questionnaire of Albrecht's. The results of data analysis showed that the rate of knowledge management and organizational intelligence was below the average level and there is a significant correlation between scores of knowledge management components and organizational intelligence.

1.2 Organizational Agility

Agility can be as an attribute of an individual, an approach (software development), a source (such as IT), an organization, a supply chain or even a business network. Being agile means the ability to change business rapidly beyond the normal level of flexibility. "Organizations always must take the situation under their control after observing the preliminary development and they must not themselves without any rival in business, because their competitors will apprised them and will remove them out of the business area. Since Agility is a concept and philosophy, and is not specific to a particular part of an organization to achieve the agility, so all parts of an organization must be agile. Managers and employees, tools, equipment, and organizational culture and structure must observe some principals to design an agile organization including" (Qin et al., 2010; Amiri et al., 2013):

(1) Strategic sourcing: a series of decisions that define and integrate internal and external resources are explored. Firstly, it will diagnose the services that should be performed by employees and then the responsibilities will entrust to them. Effective utilization of resources plays main role in skills and competencies in their right place and the right allocation of resources.

(2) Employees and competence: What makes diagnosis organizational best practices? In the past, intelligence agencies have traditionally relied on technical skills but now, much attention has been moving towards agility. The main areas of human resources development are the improvement of individual advantages, new skills and knowledge to meet the future work challenges, discover new ways of handling current and new works. Requirements for agile manufacturing are including (Sherehiy & Layer, 2007):

- The staff are well trained;
- Should there be a joint perspective;

- Organizational culture and values are rapidly changing;
- payment and reward system will restructure;
- Leaders must have confidence in the staff;
- General culture that encourages risk taking.

(3) Leadership: Leadership Agility is depends on the ability to create a vision and mission agility. These factors control and adapt to changing organizational rewards and immediate compliance with changes in market conditions or to gain an advantage. Also, the leaders in advancing the development and adoption of learning organization are essential and important. Less leadership in agile organizations focus on command and control and more on the preparation, conduct, influence, and persuasion focuses delegation (Zanjirchi et al., 2011).

(4) Type of process: Here the emphasis is on how to do works by organization. In general, the whole process has four key features: visible, repeatable, ability to measuring, adjustable (Zanjirchi et al., 2011).

(5) Restructuring: organizational structure focuses more on the how the components fit together. An agile organization has structure flexible. Today, the idea of agile enterprise architecture is used to achieve agility in an organization. Agile enterprise architecture influenced by the principles defined in the agile software development and agile management. Except that certain characteristics has agile enterprise architecture (Zanjirchi et al., 2011).

(6) Readiness for change: change readiness and ease in response to changes in demand is unpredictable. Readiness to change will make organizations to seize the opportunity (in fact the business agility) and get rid of the difficulties (in fact Organizational Resilience). To achieve this important should there be a change management process in organizations (Zanjirchi et al., 2011; Ahani, 2013).

So far, several models have been proposed to evaluate the agility of organizations, among them the agility model of Yusuf et al. (1999) is more comprehensive and includes four basic concepts include: (a) Management of critical competences (critical competences are including the skills, knowledge, attitudes and practices); (b) a virtual organization (here, a joint venture with other companies with fundamental competences of a few selected companies then are combined into a single phenomenon); (c) restructuring capabilities (agile organizations easily makes noticeable change in focus, accelerate business diversification and shape to create a special purpose, so that it can present opportunities for organizations won); and (d) knowledge-oriented organizations (information and knowledge available in the organization of labor and thought that knowledge is power in these organizations govern). Yusuf et al. (1999) stated that agility is obtained only by hierarchical integration of customers in the context of the organization's internal and external environment. This is due to an integrative perspective towards advanced manufacturing organizations with their internal capabilities through the application process and information systems technology. The researchers based their study of the theoretical literature and field studies, a total of 32 factors enabling them to introduce the four key competencies, virtual organization, the ability to renew the structure, knowledge-oriented organizations. It was supposed that these agility enablers are important aspects and they will show the general behavior of an organization. The proposed model of Yusef et al. (1999) provides a framework for this study.

Figure 2
Agility Model of Yusef, et al. (1999)

Lin et al. (2006) presented a conceptual model for agile organizations. In this model, the most important factor of driving agility is change, and this change can be mainly observed in customer needs, competitive criteria, market, technological and social factors. However, the agile organization needs a set of abilities to deal with these changes, including flexibility, competence, responsiveness and speed. Reviewing and revising strategies are necessary to achieve organizational agility, reaction technology, and features a variety of work in this direction is needed to enable the instruments to help them respond to the environment and its requirements. Ultimately, the final model integrates theories of Goldman, et al. (1991) and the model of Joseph and colleagues (1999), which include the impact of people and information technology skills in the context of change and uncertainty, cooperative and collaborative relationships. Ling and colleagues (2008) suggest that agile manufacturing can be considered as the structure within each company's ability to develop products and business strategies. This structure is supported by three primary sources: (1) Innovative organizational and management structures; (2) empowering people with skills and knowledge up; (3) smart and flexible technology.

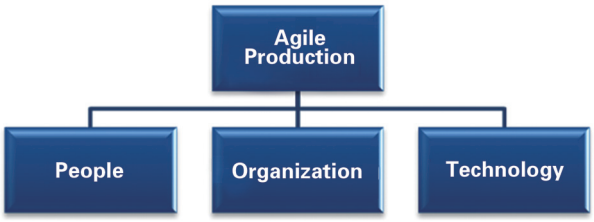

Figure 3
Conceptual model of agile manufacturing (Ling et al., 2008)

2. METHODOLOGY

The current study is descriptive-applied which has been conducted in survey. The statistical society is all employees of Tehran University of Medical Sciences. The present study was performed to determine the sample size by Morgan table. According to this table, the sample size estimated for 298 people with 164 employees. In this study, sampling method was used. A tool for data collection was the questionnaire in the two-parts which contains questions about organizational intelligence and organizational agility. Questionnaire has 68 questions. The first part evaluates the changing organizational intelligence. The questions in this section are designed according to Albrecht model (2003). This model has 7 dimensions of the 36 questions. The second part of the questionnaire evaluates organizational agility. Questions on this part of the study are designed based on Yusef et al. (1999). This section also has 9 dimensions of the 32 questions. Seven-item Likert was used in the questionnaire, (strongly agree to strongly disagree). Data analysis is done in two steps. Firstly, the reliability and validity of measuring instruments tested and then to test the hypotheses, a statistical measure of the structural model was used. Firstly, to verify the validity, the confirmatory factor analysis was used. The values of factor loadings are greater than 0.5, indicating the desirability of validity (Kline, 1998). To determine the reliability of the questionnaire, Cronbach's alpha coefficient was used. The alpha value is greater than 0.69, the reliability of the questionnaire was satisfied (Hair, et al., 2006). Secondly, in order to achieve the research objectives, the analysis of variance will be used to mean a community. The average test (*T*) is used to test explanatory hypotheses. In other words, in order to verify the existence or extent of a variable the *T*-test can be used. Criteria for high or low was shown. This is considered to be a variable. But usually it is the dominant scale. The five-item Likert scale is that if the value of 3 is considered and it is tested whether the variables of interest in the community 3. If the average is more than 3 it could be concluded that the variable exists in the population (or high level) (Hawedi, et al., 2011).

3. FINDINGS

Variables in this study included demographic variables, gender, education, work experience, age, marital status, type of employment and discipline. Frequency of these demographic variables is shown in the following table. According to this table, the number of female respondents is almost twice that of men and more than 60 percent of respondents are women. Education level of most respondents, MS (60.4%) and only 10 patients (6.1%) of the respondents have a diploma level and are low literate. Job history of respondents is 15 years and older (35.4%), so it can be said that the respondents have high service records. Among the respondents, 78 individuals with formal employment and then 52 people are employed on a contract basis and the remaining 31 people are working on a contract basis, so most of the respondents have been in formal employment. Most of those respondents aged 30 to 35 years, meaning that 31.7% of respondents aged between 30 and 35 years. 72.2% of respondents were married, and the majority of respondents (52.6%) are working in the administrative field. Due to the high level of education and work experience, most respondents in the sample, one can claim that respondents have a relatively high level of knowledge and their views on validity of questions are acceptable.

Table1
Frequency of Demographic Variable of Sample

Variable	Description	Frequency%	Frequency
Sex	Male	38.40%	63
	Female	61.60%	101
Education level	Low literate	6.10%	10
	AA	14.00%	23
	BA	60.40%	99
	MA	19.50%	32
Work record	Under5	11.60%	19
	10-May	28.00%	46
	15-Oct	25.00%	41
	Above 15	35.40%	58
Age	25-30	12.20%	20
	30-35	31.70%	52
	35-40	17.70%	29
	40-45	22.00%	36
	45 above	16.50%	27
Marriage situation	Single	28.00%	46
	Married	72.00%	118
Employment type	Contractual	31.70%	52
	Subcontract	18.90%	31
	Official	47.60%	78
	Other	1.80%	3
Education field	Administrative	52.40%	86
	Financial	13.40%	22
	Cultural	26.80%	44
	Other	7.30%	12

Table 2
Reliability of Questions

Dimension	Question no	α
Questionnaire	68	975
Agility	32	963
Integrity	3	761
Competency	2	710
Team	4	836
Technology	4	873
Quality	4	853
Changes	2	829
Partnership	4	801
Market	4	753
Education & welfare	5	857
Intelligence	36	936
Strategic vision	6	859
Common fate	6	837
Tendency to change	5	903
Moral	7	881
Alignment	5	842
Knowledge	4	808
Pressure	3	795

To be continued

Continued

To determine the validity of the questionnaire, the confirmatory factor analysis was used. Figures 4 and 5 indicate the results of standard confirmatory factor analyses. As you see in these figures, for two variables of intelligence and agility, all of factor loads are above the acceptable level and means the suitability of measurement validity.

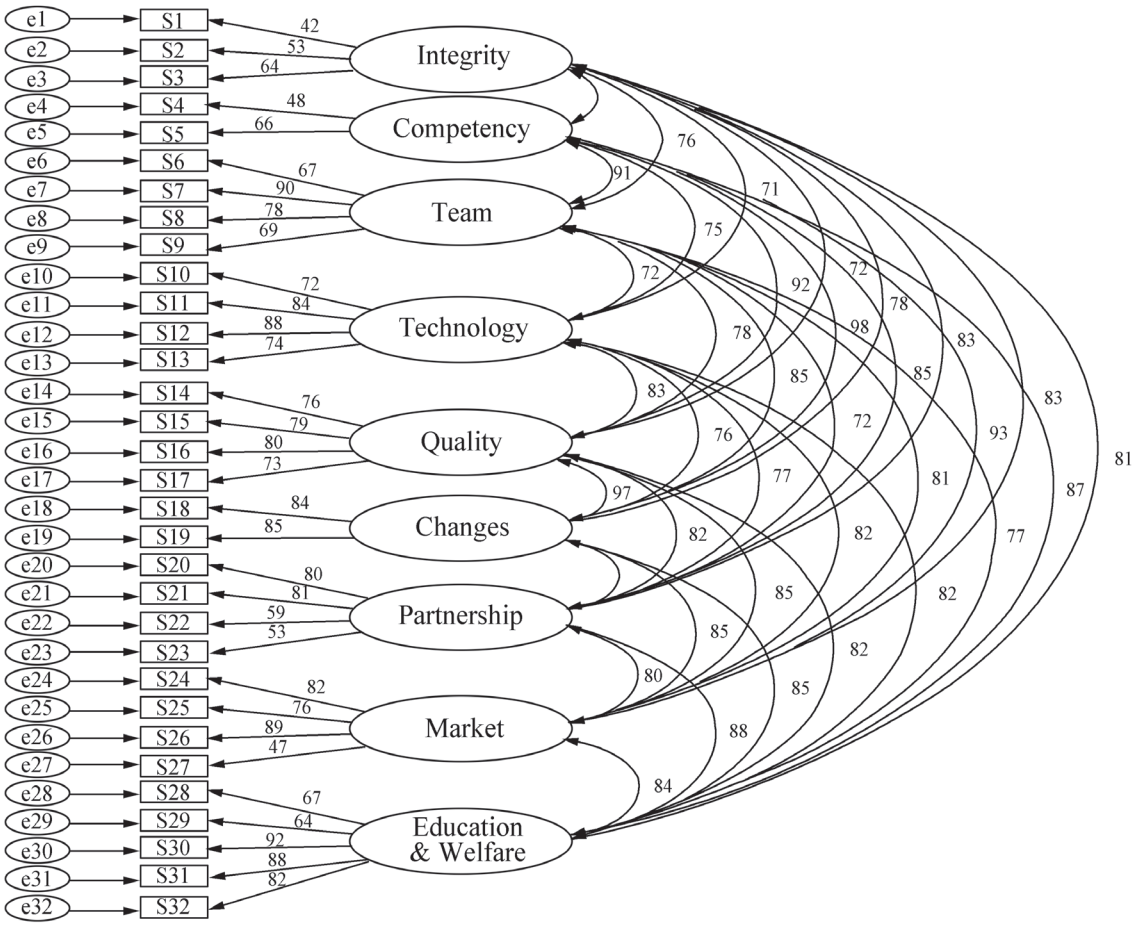

Figure4
Confirmatory Factor Analysis of Agility Dimensions (Standard Coefficient)

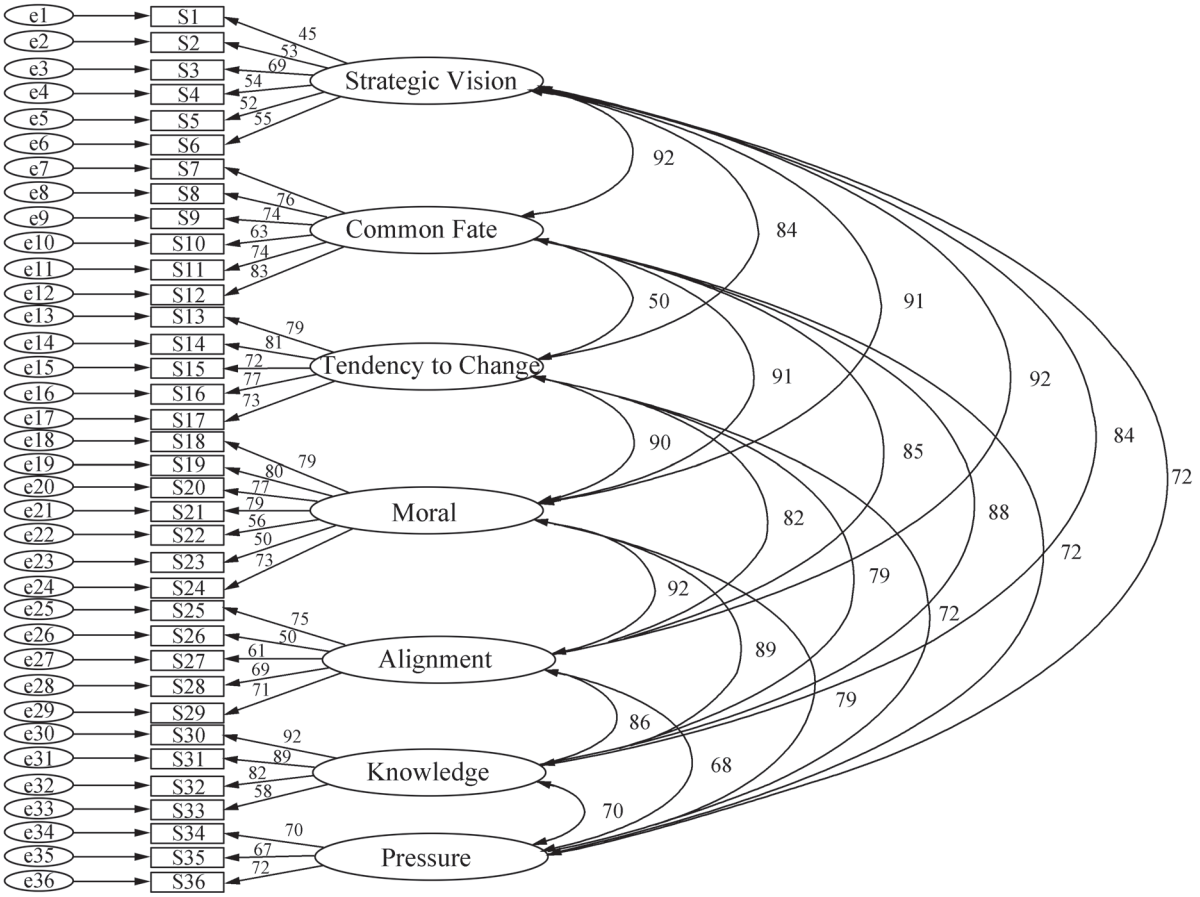

Figure 5
Confirmatory Factor Analysis of Intelligence (Standard)

To check the status of agility and each of its dimensions, a hypothesis was formulated as follows:

H0: Average Agility in Tehran University of Medical Sciences is about in medium level.

H1: Average Agility in Tehran University of Medical Sciences is equal to the average level.

Five- item Likert scale was used, so the middle number is 3. The above assumptions for each of the 9 Agility Indicators were developed and tested. To test this hypothesis, the mean test of a society was used. The results of this test are shown in the following table. Given the significant level of agility index calculated for each dimension, a significant level of integrity, quality and variation is less than 0.05 and the null hypothesis is rejected at the significant level of 95%. On the other hand, due to the positive difference between the average and maximum and minimum values of integrity, we realized that the average has been more than moderate. In other words, the integrity status of the organization under study is good. Negative values indicate the average difference being less than the average variable medium.

Table 5
Results of Agility Test

Dimension	Mean	Standard deviation	*t*-statistic	Significant level	Difference mean	Confidence interval 95%	
						min	max
Integrity	3.1546	.69065	2.205	.030	.15464	.0154	.2938
Competency	2.8918	.72968	- 1.461	.147	- .10825	-. 2553	.0388
Teaming	2.8814	.84247	- 1.386	.169	- .11856	- .2884	.0512
Technology	2.9356	.80386	- .789	.432	- .06443	- .2264	.0976
Quality	2.7912	.77113	- 2.666	.009	- .20876	- .3642	- .0533
Changes	2.7216	.98681	- 2.778	.007	- .27835	- .4772	- .0795
Partnership	3.0490	.81141	.594	.554	.04897	- .1146	.2125
Market	3.1366	.72799	1.848	.068	.13660	- .0101	.2833
Education & welfare	3.0000	.89722	.000	1.000	.00000	- .1808	.1808
Agility	2.9513	.66905	- .717	.475	- .04868	- .1835	.0862

Now the question arises as to whether the situation of this index is equal or not? To answer these questions, the following hypotheses were tested.

H0: there isn't significant different between the average agility in Tehran University of Medical Sciences.

H1: there is significant different between the average agility in Tehran University of Medical Sciences.

ANOVA was used to test the above hypothesis. The results of this test are shown in the following table. The significant level was 001 and less than 0.05. Therefore, the null hypothesis is rejected at the 95% significance level. Thus, it can be argued that in the 95% confidence level there are significant differences between the mean of agility in Tehran University of Medical Sciences.

Table 6
Results of Analysis of Variance Test for Agility

	Total square mean	Freedom degree	Square mean	F	Significant level
Inter groups	17.276	8	2.159	3.309	.001
Intra groups	563.838	864	.653		
total	581.114	872			

LSD test was used to compare two variables. The results of these tests are shown in the following table. The results indicate that there are significant differences between: (a) the integration of all dimensions except partnerships, marketing, education and welfare; (b) market competence; (c) teaming in market; (d) the quality of the partnership, marketing, education and welfare; and (e) changes with the partnership, marketing, education and welfare. The positive values indicate higher limit of the average range compared to other variable.

Table 7
Results of LSD Test for Variables Agility Index

(I) Group	(J) Group	Mean difference	Standard error	Significant level	Confidence level 95%	
					min	max
Integrity	Competency	.26289*	.11600	.024	.0352	.4906
	Teaming	.27320*	.11600	.019	.0455	.5009
	Technology	.21907	.11600	.059	- .0086	.4467
	Quality	.36340*	.11600	.002	.1357	.5911
	Changes	.43299*	.11600	.000	.2053	.6607
	Partnership	.10567	.11600	.363	- .1220	.3333
	Market	.01804	.11600	.876	- .2096	.2457
	Education welfare	.12629	.11600	.277	- .1014	.3540
Competency	Teaming	.01031	.11600	.929	- .2174	.2380
	Technology	- .04381	.11600	.706	- .2715	.1839
	Quality	.10052	.11600	.386	- .1272	.3282
	Changes	.17010	.11600	.143	- .0576	.3978
	Partnership	- .15722	.11600	.176	- .3849	.0705
	Market	- .24485*	.11600	.035	- .4725	- .0172
	Education welfare	- .13660	.11600	.239	- .3643	.0911
Teaming	Technology	- .05412	.11600	.641	- .2818	.1735
	Quality	.09021	.11600	.437	- .1375	.3179
	changes	.15979	.11600	.169	- .0679	.3875
	partnership	- .16753	.11600	.149	- .3952	.0601
	Market	- .25515*	.11600	.028	- .4828	- .0275
	Education welfare	- .14691	.11600	.206	- .3746	.0808
Technology	Quality	.14433	.11600	.214	- .0833	.3720
	Changes	.21392	.11600	.066	- .0138	.4416
	Partnership	- .11340	.11600	.329	- .3411	.1143
	Market	- .20103	.11600	.083	- .4287	.0266
	Education welfare	- .09278	.11600	.424	- .3205	.1349
Quality	Changes	.06959	.11600	.549	- .1581	.2973
	Partnership	- .25773*	.11600	.027	- .4854	- .0301
	Market	- .34536*	.11600	.003	- .5730	- .1177
	Education welfare	- .23711*	.11600	.041	- .4648	- .0094
Changes	Partnership	- .32732*	.11600	.005	- .5550	- .0996
	Market	- .41495*	.11600	.000	- .6426	- .1873
	Education welfare	-. 30670*	.11600	.008	- .5344	- .0790
Partnership	Market	-.08763	.11600	.450	- .3153	.1400
	Education welfare	.02062	.11600	.859	- .2071	.2483
Market	Education welfare	.10825	.11600	.351	- .1194	.3359

To check the status of organizational intelligence and commitment of each of its dimensions, a hypothesis was formulated as follows:

H0: Average Condition of organizational intelligence in Tehran University of Medical Sciences is in medium level.

H1: Organizational Intelligence in Tehran University of Medical Sciences is equal to the average level.

These assumptions were developed for each of the seven dimensions of organizational intelligence and tested. To test this hypothesis, the mean test for a population was used. The results of this test are shown in the following table. Given the significant level of agility index calculated for each dimension, a significant level of integrity, quality and variation is less than 0.05 and the null hypothesis is rejected at the significant level of 95%. On the other hand, due to the positive difference between the average and maximum and minimum values of integrity, we realized that the average has been more than moderate. In other words, the integrity status of the organization under study is good. Negative values indicate the average difference being less than the average variable medium.

Table 8
The Results of Hypothesis Testing Status of Organizational Intelligence

Variables	Mean	Standard deviation	*t*-statistic	Significant level	Mean difference	Confidence level 95%	
						min	max
Strategic vision	2.8746	.75155	- 1.644	.104	- .12543	- .2769	.0260
Common fate	2.8969	.75094	- 1.352	.180	- .10309	- .2544	.0483
Tendency to change	2.6144	.89547	- 4.241	.000	- .38557	- .5660	- .2051
Moral	2.7599	.84906	- 2.785	.006	- .24006	- .4112	- .0689
Alignment	2.7711	.80052	- 2.816	.006	- .22887	- .3902	- .0675
Knowledge	2.7500	.84317	- 2.920	.004	- .25000	- .4199	- .0801
Pressure	2.9313	.83464	- .811	.419	- .06873	- .2369	.0995
Intelligence	2.7998	.68461	- 2.881	.005	- .20025	- .3382	- .0623

Now the question arises as to whether the situation of this index is equal or not? To answer these questions, the following hypotheses were tested.

H0: there isn't significant different between the average agility in Tehran University of Medical Sciences.

H1: there is significant different between the average agility in Tehran University of Medical Sciences.

ANOVA was used to test the above hypothesis. The results of this test are shown in the following table. The significant level was 0.113 and more than 0.05. Therefore, the null hypothesis is not rejected at the 95% significance level. Thus, it can be argued that in the 95% confidence level there isn't significant difference between the mean of agility in Tehran University of Medical Sciences.

Table 9
ANOVA Results of Organizational Intelligence

	Total squares	Freedom degree	Mean square	*F*	sig
Inter groups	6.941	6	1.157	1.723	.113
Intra groups	451.190	672	.671		
Total	458.131	678			

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

The aim of this study was to evaluate organizational intelligence and agility in Tehran University of Medical Sciences. In order to analyze these two variables, the agility model of Yusef, et al. (1999) (with dimensions of strategic vision, common fate, tendency to change, moral, alignment, knowledge application, and performance pressure) and Albrecht Organizational Intelligence Model (2003) (with dimensions of integrity, competence, Teaming, technology, quality, variations, partnering, marketing, education and welfare) were used. The results demonstrate that except two dimensions of quality and changes which have undesirable conditions, there are moderate in other dimensions. The status of organizational intelligence also suggests that among these variable dimensions, the desire to change, moral, alignments, knowledge has undesired condition, and other aspects are in average condition. In general, the whole situation of organizational intelligence is so bad. It can be offered some suggestions to improve the condition of agility and organizational intelligence in Tehran University of Medical Science:

Restructuring based on the essential needs of the students (removing additional parts and creating a new section).

Create a coordinated system to insert data (record students data in dormitories, and access other units to the same student Information).

Control every division by a trained and powerful expert team with non concentrated decision making power based on conditions such as control team of dormitories including psychologist, sociologist and etc.

Use of new technologies for the delivery of services

(high-speed Internet and email for news in dormitories).

Creation Seminar sessions with students and get their ideas and opinions in order to satisfy them.

In service courses for employees.

Creating facilities for staff.

According to the experience gained during this study, it is suggested to do the following researches in future: (a) Identify the drivers of agility in Tehran University of Medical Sciences; (b) provide a model to evaluate the agility in Tehran University of Medical Sciences by data analyses approach; and (c) provide a model for evaluating agility empowerment factors by fuzzy QFD.

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