

## ARTICLE

# THE STUDY OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ITS ROLE IN IMPROVING THE COMPONENTS OF ORGANIZATIONAL INTELLIGENCE (STUDY AT THE UNIVERSITY OF SISTAN AND BALUCHESTAN)

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## ABSTRACT

Nowadays, organizations make use of organizational intelligence to make the individuals more compatible with the environment. On the other hand, organizational intelligence is an experimental and scientific process which underscores the organization's successes or failures. The objective of the present study is *The Study of Organizational Citizenship Behavior and Its Role in Improving the Components of Organizational Intelligence (Study at the University Of Sistan and Baluchestan)*. The present study is an applied research according to its objective and it is a descriptive-survey study based on the data collection method. Two methods of library research and field study (Albrecht's (2003) organizational intelligence questionnaire and the organizational citizenship questionnaire by Pudsakof (2000) were used according to the type of the information required for conducting the current study. The questionnaires' validity was confirmed by professors and the questionnaires' reliability was also confirmed by taking advantage of Cronbach's alpha method. The study population of the current study included all of University Of Sistan and Baluchestan staff members which reached the total number of 200 people. To determine an appropriate study sample volume there was made use of the Cochran's formulae and Morgan's table and according to the number of study population the total number of the study sample volume was equal to 130 individuals who were selected based on the simple randomized method and the questionnaires were administered to them. To study the variable changes in the organizational citizenship behavior and also for the prediction of the amount of the change in behavior variable there was dealt with the regression analysis and in doing so it was made use of SPSS software. The results of the study indicated that the organizational intelligence and its components were effective on the organizational citizenship behavior that means that with the increase in the organizational intelligence among the managers and the employees of the University Of Sistan and Baluchestan citizenship behavior will also improve.

## INTRODUCTION

Nowadays, the organizations make use of organizational intelligence to make the employees more compatible with the environment. On the other hand, organizational intelligence is an experimental and scientific process which emphasizes more on the organization's accomplishments and failures [1]. That is to say that it is exactly based on experiences which are more likely to be applied for a more effective performance of the organization. Based on this, according to the specific characteristics of the organizational intelligence it became evident that although the organizational intelligence has similarities with the individual intelligence but it has to be considered as a social and group outcome. That means that the organizational intelligence is the result of a group of individuals' performance who work as a unit [2] and it differs considerably from individual intelligence from this perspective. Based on the most recent evidences and the study results it can be stated that the organizational intelligence as a mental faculty is comprised of components which influence the entire scope of the daily human life. Research also indicates clearly that the organizational intelligence is in relationship with positive results such as socially accepted behaviors, favorable relationships with colleagues and family (Rice, 1999). In some of the researchers' ideas including Vander the characteristic capabilities such as organizational intelligence can be perceived based on their real manifestations in the real world such as the job, family and social statuses. Especially the recent researches recognize the organizational intelligence as one of the very important capabilities for work environment [3]. However, organizational intelligence should be considered as a group outcome of the social symbols, organizational culture and the interpersonal interactions and it should be taken into consideration that a social structure cannot be envisaged without its internal emotions. Due to the same reason, the emotional intelligence which in itself possesses grandeur background is mostly regarded as an extension to the organizational intelligence. Also, the existence of definite citizenship behavior-organizational performance relationships reveals another necessity for finding their role alongside the organizational intelligence variable. Based on what has been presented regarding the organizational intelligence apparent overlapping between this variable and the citizenship behavior can be easily detected and it is expected that the quality of their interrelationships can be determined to a great extent via the present study. In relation to the organizational citizenship behavior it can be said that "the staff contribute to their organization efficiency and improvement by performing their responsibilities beyond the predetermined tasks and responsibilities that means that they conduct extra cooperation which is not necessary, nor predictable." [4]. Organizational intelligence is the organizational competency for the creation of knowledge and its consequent strategic use in the market place. Organizational intelligence and intelligence quality are similar to each other, but the former is implemented in the organizational environment, while it previously dealt with the review of the information gathered from duties, products, employees and work processes, today it seems that all of these items have been enhanced and augmented in the knowledge management intelligent systems. Researchers have shown that the organizations are committed to make use of knowledge intuition

### KEY WORDS

Organizational intelligence, citizenship behavior, University Of Sistan and Baluchestan

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tactics, data storage in computer hardware and the information collected from the environment in their learning process. Such cases can be used in predictable and reasonable decision making, since such a complicated process deals with a great number of individuals who contrastively work in information system navigation. Organizational intelligence in an organization is something more than the sum of the individual intelligences. This whole intelligence is alone a great system. The individuals' abilities to solve problems make several factors such as affective and intellectual intelligence. In a similar way, researchers have defined organizational intelligence as the organization's ability in solving the problems through the use of the subsystems. These subsystems include organizational structure, culture, shareholders, knowledge, capital and strategic processes. All of these cases and items are in some way subjected to the information technology and they are shared in information technology in each and every subsystem of the organizational intelligence since information technology conducts the fundamental objectives and cognitive performances.

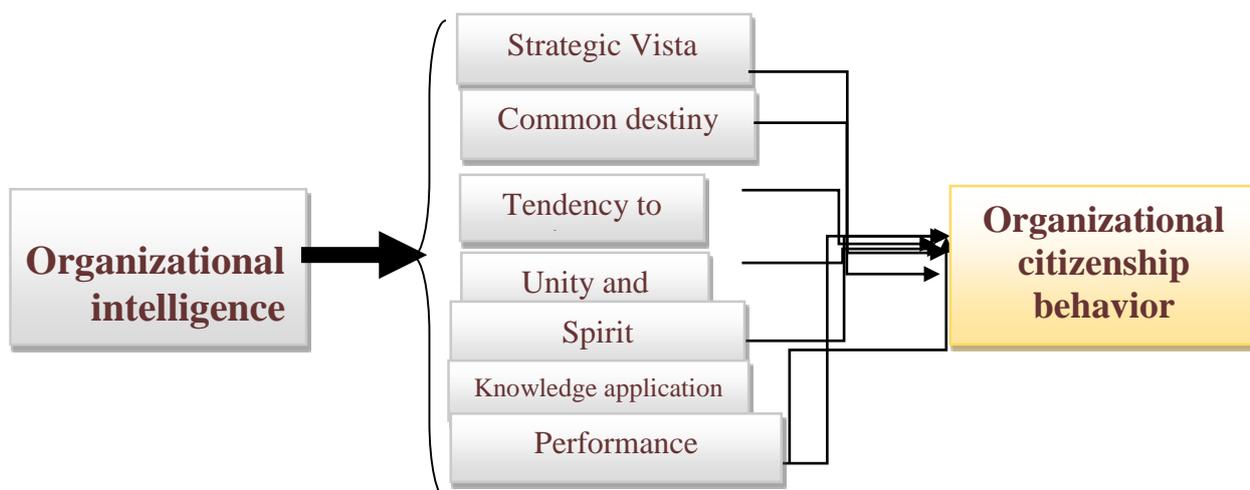
Intelligence, as an attractive and interesting concept and a new research field, has found a significant role in many of the study fields. One such field is management. In spite of the word "intelligence" extensive use in management, but it is still an ambiguous lexicon due to the lack of a united theory regarding intelligence in organizations.

While there are various researches, though few in number, have been conducted in this field we have not been bearing witness to such studies in University Of Sistan and Baluchestan, therefore we are seeking to deal with the organizational intelligence effect on citizenship behavior in the present study. So, the main question that should be coped with in the present study is that:

"Can organizational intelligence predict University Of Sistan and Baluchestan employees' citizenship behavior?"

**Theoretical framework**

Karl Albrecht in 2002 in a book entitled as "minds power at work: organizational intelligence in practice" points out that one of the organizational intelligence functions is prevention from collective mental slackness." In his idea, success in business needs three elements: intelligent individuals, intelligent teams and intelligent organizations. He realizes the organizational intelligence as the talent and capacity an organization has for mobilizing the organizational mental capabilities and concentrating such capabilities in reaching to the organization's mission. He introduces seven aspects for organizational intelligence in his book [Fig. 1-3]. In his opinion, these seven aspects are attributes rather than a collection of behaviors or structural characteristics or a certain operational process or method. Each of these attributes or intelligences has various precedents or factors. Precedents can include qualified leadership, appropriate products or processes, market demand, coherent missions, vivid objectives, pivotal values and policies which determine the staff members' behaviors and rights. In each of these aspects some precedents can be identified which are effective on maximizing the related intelligence, therefore, the following conceptual model reflects each of the organizational intelligence components effect on the organizational citizenship behavior.



**Fig. 1:** study conceptual model.

The main study hypothesis states that

Organizational intelligence is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

### Secondary hypotheses

- Strategic Vista is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.
- Common destiny is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.
- Tendency to changes effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.
- Unity and agreement is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.
- Spirits effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.
- Knowledge applications effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.
- Performance pressure is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

### STUDY METHODOLOGY

The study methodology is of the descriptive-survey type, and it is an applied research from the objective point of view, besides the descriptive-survey method used in the present study the correlation analysis method has also been taken advantage of. The study population of the current research includes all of the employees working in University Of Sistan and Baluchestan who were 200 people. To determine the study sample there was made use of the Cochran method and Morgan table, who were 130 individuals according to the 200-people study sample all of whom were selected by means of a simple randomized method and the questionnaires were administered to them. To collect the information there were made use of two questionnaires and library research and in the current study Albrecht's organizational intelligence questionnaire (2003) and Pudsakof's organizational citizenship behavior standard questionnaire (2000) were used. And according to the results obtained by the use of Cronbach's alpha method (higher than 0.7) it became clear that the questionnaires enjoy the required reliability. To determine the validity according to the questionnaires being standard and according to the consulting and supervising professors and also the experts of the field the questionnaires' validity was verified and confirmed. To analyze the data there was made use of inferential statistics and linear regression test be taking advantage of SPSS software.

### Study findings

**Main hypotheses: Organizational intelligence is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.**

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the organizational intelligence (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 1:** Regression model goodness of fitness between Organizational intelligence and organizational citizenship behavior

Error standard deviation	Adjusted coefficient	determination	Determination coefficient	Correlation coefficient
0.557		0.310	0.305	0.311

Correlation between the independent variables and dependent variables is equal to 0.557. The determination coefficient is 0.310 and this value indicates that 31% of the organizational intelligence variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 30.5% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 2:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	2.10	0.252	0.557	8.36	0.000
	Organizational intelligence	0.466	0.061		7.59	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

$$\text{Organizational intelligence } 2.10 + (0.466) = \text{organizational citizenship behavior}$$

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the organizational intelligence by one unit the organizational citizenship behavior standard deviation will be increased by 0.466, therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the organizational intelligence is effective on the organizational citizenship behavior.

**First sub-hypotheses:** Strategic Vista is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Strategic Vista (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 3:** Regression model goodness of fitness between Strategic Vista and organizational citizenship behavior

Error standard deviation	Adjusted coefficient	determination	Determination coefficient	Correlation coefficient
0.425		0.180	0.174	0.340

Correlation between the independent variables and dependent variables is equal to 0.425. The determination coefficient is 0.180 and this value indicates that 18% of the Strategic Vista variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 17.4% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 4:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	2.84	0.222	0.425	12.83	0.000
	Strategic Vista	0.273	0.051		5.30	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

$$\text{Common destiny } (7.90) + 55.39 = \text{organizational citizenship behavior}$$

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Strategic Vista by one unit the organizational citizenship behavior standard deviation will be increased by 7.90, therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the Strategic Vista is effective on the organizational citizenship behavior.

**Second sub-hypotheses:** Common destiny is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Common destiny (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 5:** Regression model goodness of fitness between Common destiny and organizational citizenship behavior

Error standard deviation	Adjusted determination coefficient	Determination coefficient	Correlation coefficient
0.463	0.215	0.208	0.332

Correlation between the independent variables and dependent variables is equal to 0.463. The determination coefficient is 0.215 and this value indicates that 21.5% of the Common destiny variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 20.8% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 6:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	2.60	0.240	0.463	10.82	0.000
	Strategic Vista	0.340	0.057		5.91	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

$$\text{Common destiny (0.340) + 2.60 = organizational citizenship behavior}$$

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Common destiny by one unit the organizational citizenship behavior standard deviation will be increased by 0.340 therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the Common destiny is effective on the organizational citizenship behavior.

**Tirth sub-hypotheses:** Tendency to change is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Tendency to change (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 7:** Regression model goodness of fitness between Tendency to change and organizational citizenship behavior

Error standard deviation	Adjusted determination coefficient	Determination coefficient	Correlation coefficient
0.271	0.073	0.066	0.361

Correlation between the independent variables and dependent variables is equal to 0.271. The determination coefficient is 0.073 and this value indicates that 7.3% of the Tendency to change variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 6.6% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 8:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	3.52	0.157	0.271	22.44	0.002
	Strategic Vista	0.117	0.037		3.18	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

Tendency to change (0.117) + 3.52= organizational citizenship behavior

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Tendency to change by one unit the organizational citizenship behavior standard deviation will be increased by 0.117, therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.002 for the independent variable consequently the Tendency to change is effective on the organizational citizenship behavior.

**Fourth sub-hypotheses:** Unity and agreement is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Unity and agreement (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 9:** Regression model goodness of fitness between Unity and agreement and organizational citizenship behavior

Error standard deviation	Adjusted coefficient	determination	Determination coefficient	Correlation coefficient
0.450		0.203	0.196	0.335

Correlation between the independent variables and dependent variables is equal to 0.450. The determination coefficient is 0.203 and this value indicates that 20.3% of the Unity and agreement variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 19.6% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 10:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	3.10	0.161	0.450	19.23	0.000
	Strategic Vista	0.242	0.042		5.70	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

Unity and agreement (0.242) + 3.10 = organizational citizenship behavior

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Unity and agreement by one unit the organizational citizenship behavior standard deviation will be increased by 0.242 therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the Unity and agreement is effective on the organizational citizenship behavior.

**Fifth sub-hypotheses:** Spirit is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Spirit (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 11:** Regression model goodness of fitness between Spirit and organizational citizenship behavior

Error standard deviation	Adjusted coefficient	determination	Determination coefficient	Correlation coefficient
0.388		0.151	0.144	0.346

Correlation between the independent variables and dependent variables is equal to 0.388. The determination coefficient is 0.151 and this value indicates that 15.1% of the Spirit variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 14.4% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 12:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	2.94	0.226	0.388	13.04	0.000
	Spirit	0.262	0.055		4.76	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

$$\text{Spirit (0.262) + 2.94 = organizational citizenship behavior}$$

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Spirit by one unit the organizational citizenship behavior standard deviation will be increased by 0.262 therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the Spirit is effective on the organizational citizenship behavior.

**Sixth sub-hypotheses:** Knowledge application is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Knowledge application (Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 13:** Regression model goodness of fitness between Knowledge application and organizational citizenship behavior

Error standard deviation	Adjusted coefficient	determination	Determination coefficient	Correlation coefficient
0.344		0.118	0.105	0.386

Correlation between the independent variables and dependent variables is equal to 0.344. The determination coefficient is 0.118 and this value indicates that 11.8% of the Knowledge application variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 10.5% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 14:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	872.	2460.	3440.	4413.	0.000
	Knowledge application	2680.	70.05		04.5	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

$$\text{Knowledge application (0.268) + 2.87 = organizational citizenship behavior}$$

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Knowledge application by one unit the organizational citizenship behavior standard deviation will be increased by 0.268, therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the Knowledge application is effective on the organizational citizenship behavior.

**Seventh sub-hypotheses:** Performance pressure is effective on the organizational citizenship behavior of University Of Sistan and Baluchestan staff members.

To survey the amount of the effect the data were analyzed based on the regression model goodness of fitness, which is dealt with in the following section. Thus, to survey and offer a model for the relationships between the Performance pressure(Y) and organizational citizenship behavior (X) which is illustrated in the following table we deal with the processed model.

**Table 15:** Regression model goodness of fitness between Performance pressure and organizational citizenship behaviors

Error standard deviation	Adjusted coefficient	determination	Determination coefficient	Correlation coefficient
0.254		0.064	0.060	0.452

Correlation between the independent variables and dependent variables is equal to 0.254. The determination coefficient is 0.064 and this value indicates that 6.4% of the Performance pressure variations pertains to the organizational citizenship behavior. Because this amount of the degree of freedom is not considered thus the adjusted determination coefficient has been used for this purpose and it is equal to 6% in the present test. According to the indices and indicators expressed here the model can be claimed that has the required adequacy.

**Table 16:** Regression equation calculation of OCB

Model		Non-standardized coefficient		Standardized coefficient	T	Sig
		B	Std. Error	Beta		
1	Constant	612.	3210.	2540.	.0412	0.000
	Performance pressure	1870.	0780.		95.3	
Dependent variable: OCB						

The variable inserted to the regression model is the main core of the regression analysis which is given in the above table. The regression equation can be calculated as below by the use of non-standardized coefficients column:

$$\text{Performance pressure (0.187) + 2.61 = organizational citizenship behavior}$$

It can be said that by enhancing each independent variable by one unit, the dependent variable will be enhanced by the written coefficient amount. Or in other words, enhancing the Performance pressure by one unit the organizational citizenship behavior standard deviation will be increased by 0.187, therefore they are of a positive relationship. The t-test related to the regression coefficients has also been given in the table for the independent variable. And its amount has been equal to 0.000 for the independent variable consequently the Performance pressures effective on the organizational citizenship behavior.

## CONCLUSION AND DISCUSSIONS

Based on the study theoretical background related to this two main variables and the results obtained from the study it can be said that in University Of Sistan and Baluchestan, the supervisors and the employees with higher organizational intelligence have been able to enhance and change personal promotion (self-development), innovation [5], social ethics [6], work conscience, manliness and organizational citizenship behaviors standards [7]. Among the citizenship behaviors and organizational intelligence common characteristics one can refer to creativity [8] in both of them. Being creative in individuals with organizational intelligence is generally for the purpose of better organizational tasks performance, activities improvement and reaching to the organizational goals and objectives. The individuals with proper citizenship behavior

also possess such an attribute. Organizational intelligence is a factor behind the enhancement of the citizenship behaviors which is performed via helping the individuals to make themselves more compatible [9], observation of more proper relationships [10], tendency to participate more in the decision making process [11] and participation at work, higher creativity for improving the activities and organization's access to the goals and objectives and recognition of the conditions existing in the organization.

Organizational intelligence helps the individual understand that the human beings' growth and development results from helping the others. Employees with high organizational intelligence know better than others that if the managers, peers, clients and individuals in relationships with the organization and in a broader and more general scale "fail to succeed they cannot be themselves individually successful as well. Also, they know that their creativity today, helping the other mankind, recognition and improvement of the organizational objectives, the improvement of the individual and group performances, individual, group and organizational growth and development are all variables which bring about positive evolutions and changes for the organization and they all can take advantage in these positive conditions and circumstances. They know that by helping the others they have helped themselves in deed and they are aware of this important fact that creativity makes jobs and works better and more attractive, makes the work environment more pleasant and more tolerable and they are perfectly aware that observing and keeping more proper relationships with the others makes the work environment more favorable and the lesser unnecessary tensions will be imposed on the individuals. Meanwhile, they can enjoy appropriate growth and promotion when the organization is working and upright and the others can reach their own personal and organizational objectives [12]. These staff members are well aware that they and the others and even the organization will face fewer problems by respecting an organization's culture and the staff members and the organization can move steps forward by better performance of the duties and tasks assigned. On the way to the success which is simpler and more readily available for the intelligent individuals in an organization they are generally provided with more enhancements and acquire more positive bonuses and thus the self-development pleasant path is more likely to be fully covered.

**CONFLICT OF INTEREST**

There is no conflict of interest.

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None

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