



RELATIONSHIP BETWEEN ORGANIZATIONAL EMPLOYEES' INTELLIGENCE AND WORK LIFE QUALITY RATE IN RAFSANJAN EXECUTIVE SYSTEMS

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ABSTRACT

This paper aims to study the relationship between organizational employees' intelligence and work life quality rate in Rafsanjan executive systems. Methodology of the research is descriptive of correlation ones. Statistical society of the research includes employees of Rafsanjan executive systems including 3012 people from which 344 people were selected by Cochran formulation. Measuring tools are two questionnaires of organizational intelligence and work life quality. Validity of work life quality questionnaire is calculated 0.938, and validity of organizational intelligence questionnaire equals to 0.954; reliability coefficient of work life quality is calculated 0.858 and of organizational intelligence questionnaire equals to 0.928. To test hypotheses Spearman and Candle correlation coefficient and also multiple regressions by SPSS software are used. Findings of the research show that there is a relationship between organizational intelligence and work life quality. Also there is a meaningful relationship between organizational intelligence and all components of employees' life quality. So, it is suggested that organizations increase employees' work life quality by emphasizing on strategic perspective, common destiny, desire to change, spirituality, coordination and agreement, knowledge application and function pressure.

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INTRODUCTION

Today a great time of people's life spends in organizations. Every organizations fulfills general or special goals for society and people by doing multiple or special tasks. These goals and tasks are more difficult and complicated than what a person or a small group can fulfill them. However life affairs depend on organizations and society's development and survival and are based on their effective work and functions (Alaqehband 21:2003). Using present resources of organization especially human resources optimally is a common view of all management authorities and they consider an organization survival dependent on exploiting these resources properly. They believe that presence of a great work environment increases employees' exploitation (Saeedi & Nazari, 45:2008). Using human resources optimally is based on some positive and efficient measures which make employees relatively or completely satisfied about society, otherwise not only their efficiency doesn't increase, but also organization may move in a contrast way. These measures are discussed as work life quality (Jamshidi, 1:2001). It is worth to note that paying attention to employees' basic needs, providing a suitable environment and making development and innovation fields in work

environment are effective in organization function (Hossein zadeh & Saemian, 61:2003).

Regarding nature of work life quality and its suitable consequences, it is expected that employees make better commitment and function towards the results of their job and related rewards. This leads to increase organizational efficiency and effectiveness. However, this paper studies the relationship between employees' work life quality and their organizational intelligence. Although cognitive intelligence is regarded by psychologists since recent years and many tests and methods are presented to evaluate and reinforce this kind of intelligence, but intelligence new dimensions such as artificial intelligence, emotional intelligence and organizational intelligence have been discussed in recent years. Organizational intelligence has short life and history among several kinds of new intelligence; however it is an interesting and attractive subject for researchers. Organizational intelligence (massive & group intelligence) is defined as an ability to solve group's problems that is more than ability of members one by one (Alvani, 67:2002). In addition to study the main problem and examine research importance, research goals, research environment and theoretical and conceptual definitions of variables are studied too.

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Problem Explanation

Manager should consider this point that not only human's brain and hands work, but also their heart and spirit are important to make trust atmosphere. If manager emphasizes on organization development in long term, involving employees in organizational affairs, respecting their feelings, sharing them in creating needed attraction and making them interested in organization, type of job, producing suitable environment conditions to grow talents and capabilities and establishing job security and a confident future for employees are some factors which encourage employees to apply their power and capability. Today improving life quality is one of the most important goals of organization and people who work in for it (Qasemi, 6:2002).

Work life quality presents an environment where work life quality means having a correct supervision, good work conditions, proper payment and advantages and more important producing challengeable, cooperative and satisfying work space. High-quality work life is derived regarding philosophy of employees' communications and includes trying to use high-quality life work that is regular efforts from organization which makes big opportunity for employees to influence their job and try to affect organization generally (Jazani, 158:1997). In this respect the most important condition provided by manager is making an environment by high efficiency (Moheb-Ali, 39:2004) where organization makes opportunities to meet employees' needs. (Maadanipour, 8:2003)

Work life quality includes conditions of work environment related to either physical aspects or more complicated social and psychological conditions of work environment (Mehdad, 65:2006). In many programs of work life quality it is tried to increase employees' job satisfaction and dependency

Results of this study are important for organizations because promoting organizational intelligence in work environment causes to increase employees' commitment and productivity and decrease absenteeism and turnover. These conditions affect organizational intelligence to quality and justice positively. In other side, results of the study are valuable for author because rate of organizational intelligence is recognized and it is determined that how extent work life quality is effective.

Research Objectives

Main objective

Recognizing and describing the relationship between organizational intelligence and work life quality in Rafsanjan executive systems.

Secondary objectives

Recognizing and describing the relationship between organizational intelligence and employees' job security in Rafsanjan executive systems

Recognizing and describing the relationship between organizational intelligence and employees' rate of wage and salary in Rafsanjan executive systems

Recognizing and describing the relationship between organizational intelligence and opportunities to grow

employees' skills in Rafsanjan executive systems and continued learning

Research Variables

In this research organizational intelligence is considered as provident variable and work life quality as base variable.

Research History

Heidari (2011) in his research as "studying the relationship between work life quality and employees' job satisfaction in Islamic Azad University of Dezful City" analyzed results of the research using Pearson correlation and regression which show that there is a positive and meaningful relationship between job satisfaction and work life quality. Also regression findings show that there are multiple relationships between job satisfaction and work life quality.

Enayati *et al* (2011) in their research as "studying employees' work life quality in education system of Behshahr City" concluded that seven dimensions of eight ones are below average level and just social solidity dimension in organization is in an average equal level. Also, comparing dimensions of employees' work life quality based on age groups, job ranges and job history explain meaningful differences.

Mosaddeq Rad *et al* (2012) conducted a research aiming better understand of relationship between job stress and work life quality and its effect on employees' turnover in hospitals of Isfahan City. Results of the research show a reverse relationship between job stress and life quality. The most important participators of work life quality are reported as removing disturbance, job honor, job security and job stress. Also there is a negative relationship between work life quality and leaving organization.

Emadzadeh *et al* (2003) studied position of work life quality and its components based on sociological characteristics among teachers of elementary schools in Isfahan city. Results show that teachers' work life quality is below average level and they were unsatisfied about their work life quality; the most average of work life quality relates to desire and motive dimension and the least satisfaction rate of work life quality relates to wage and salary. Findings also show that female teachers have higher work life quality than male teachers. No meaningful difference is observed between work life qualities based on marriage position. There is no meaningful relationship between views of teachers with A.A education, below and above A.A level and their position of work life quality; but there is a meaningful relationship between people's work life quality and their job history.

Chao *et al* (2012) studied the relationship between behavior of leader and manager with employees' work life quality in an industrial high school in Taiwan. Research results show that: 1)teachers' views to manager leading behavior and their work life quality is more than average level; 2)relationship between manager's leading behavior and teachers' work life quality is positive and strong; 3)teachers' work life quality can be anticipated by manager's leading behavior and 4)there is no meaningful difference between teachers' views and several demographic characteristics (age, job experience and education level) about manager's leading behavior and work life quality.

Noor & Abdollah (2012) in a research on workers in one of the biggest factories of Malaysia found a meaningful relationship between job satisfactions, job cooperation and job security with work life quality.

Abdolaziz *et al* (2011) in a research about librarians of libraries in public universities in Darreh Kolang, Malaysia studied the relationship between organizational and non-organizational variables with work life quality. Results of the research show that organizational and non-organizational factors are important to determine work life quality.

Nazir *et al* (2011) studied the effect of job injury on work life quality and determined moderating effect of job stress and organizational commitment. Results of the research conducted on Pakistan bank employees show a reverse, negative and meaningful relationship between job injury and work life quality. Organizational commitment moderated relationship between job injury and work life quality and moderating effect of job stress wasn't approved.

Kashef *et al* (2010) studied the relationship between organizational intelligence and knowledge management in physical education centers of Azarbajejan City. Results of the research show that based on Pearson correlation coefficient there is a positive and meaningful relationship between knowledge management subsystems and all components of organizational intelligence.

Mokhtaripour *et al* (2010) in a research as "studying and comparing relationship between organizational intelligence and group leading among members of scientific commission in Isfahan public universities through 2009-2010" concluded that there is a positive and meaningful relationship between components of organizational intelligence and group leading. There is a difference average marks of organizational intelligence and group leading based on present university.

Kohansal *et al* (2011) in a study showed that Albrecht organizational intelligence scale is a suitable instrument for research measures. And organizational and industrial managers and psychologists, organizational experts and designers can step towards determining elements and promotion of organizational intelligence and achieving organizational determined goals using this scale.

Mirzaee (2011) in a research studied the relationship between employees' organizational intelligence and organizational culture in governmental firms of Zarand City. Components of organizational intelligence in Albrecht's point of view include strategic fate, desire to change cooperation and agreement spirit, knowledge application and operation pressure and components of Denison's organizational culture include conformity, mission and, agreement and cooperation.

In a research as "studying the relationship between organizational intelligence and organizational agility among experts and managers of Sistan Cement Factory, Zolqadr (2014) selected a statistical society including 50 managers and experts of Sistan Cement Factory using application-descriptive methods.

He analyzed data in descriptive level by drawing tables, mean, abundance and abundance percent and in inferential statistics level using Pearson correlation coefficient. Results of the research show that there is a positive and meaningful relationship between organizational intelligence and

organizational agility. Also they show that there is a positive and meaningful relationship between all components of organizational intelligence except spirit with organizational agility.

Lefter (2008) in a research by aim of studying dimensions of organizational intelligence in Romanian firms and human capital background showed that just %13 of employees employed in big and middle firms know organizational intelligence and employees of small firms never knows this concept. Also, results show that organizational intelligence is in middle and high level.

Chekir *et al* (2008) in a research conducted in Turkey as "can school organizational intelligence develop by job training?", reported that there is an increasing difference in organizational intelligence and just no difference is observed about component of effective communication to colleagues.

Research Theoretical Framework

In this research organizational intelligence is studied as provident variable and work life quality as base variable.

Helal considers organizational intelligence as organization's ability to produce and use proper knowledge in agreement with environmental conditions. In his point of view organizational intelligence is organization's capability in creating and strategic knowledge application in order to conform with surrounded environment. He believes that organizational intelligence is a combination of organizational structure and culture, job relations, knowledge capitals and strategic processes. He considers these systems as factors to serve for organizational demanding applications. Helal also explains that organizational intelligence is a set of abilities to process information in organization. (Helal (2006), reported by Ebrahimi (2012)

Albrecht introduces organizational intelligence in seven components

Organizational intelligence is considered as a function of seven cognitive subsystems including strategic view, common fate, desire to change, spirit, cooperation and agreement, knowledge application and operation pressure. (reported by Ebrahimi (2012)).

Work life quality includes condition of work environment which relates either tonphysical aspect or to social and mental complicated conditions of work environment (Mehdad, 65:2006). So, value system of work life quality and investing on employees are regarded as the most variable in strategic management equation; that is meeting employees' needs leads to long term improvement and efficiency of organization (Sharif Rejinald, 61:1990).

Important parameters of work life quality pointed by Toomas Tatel (1983) include four components as following: (Mirsepasi, 144:2005)

1. Job security
2. material wage and advantages
3. opportunity to grow skills and continued learning
4. participating employees to make decision

A few studies have been conducted about the effect of work life quality on organizational intelligence; however this relationship is approved. Kaft's researches (2004) shows that organizational intelligence increases function in several

management areas and group work. While organizational intelligence's abilities can determine mental and physical health by job development in people, most of formal definitions presented about work life quality explain an agreement between individual and organizational goals. In a general definition work life quality can be regarded as mental concepts, employees' perception and understanding about physical and mental suitability of their work environment (Shams, 6:2012).

One effective factor on work life quality is organizational intelligence. In present society improving work life quality is of the most important goals for organization and people who work for it.

Previous researches show that organizational intelligence relates to work life quality positively. This study shows that its effect on managers' work life quality in Taiwan is more than American managers, because Taiwan culture is pluralism while American culture is individualism (Jant, 9:2010). Evidences show that there is an increasing desire to organizational intelligence (IQ) and work life quality (QWL) in the US and Thailand. Relationship between organizational intelligence and work life quality may be different from the US. Thailand culture is determined as pluralism while the US culture as individualism. (Dang Jean Lee 8:2011). Work life quality is defined as "employee's satisfaction about several needs by resources, activities and results of presence in work place (Surgey Efrati et al, 242:2001). Studies show that employees having high work life quality are desired to report high determination levels in their organizations, job satisfaction, job performance and low level of turnover (Carter et al, 6:1990).

RESEARCH HYPOTHESES

Main hypothesis

There is a relationship between employees' organizational intelligence and work life quality in Executive systems of Rafsanjan City.

Secondary hypotheses

There is a relationship between employees' organizational intelligence and job security in Executive systems of Rafsanjan City.

There is a relationship between employees' organizational intelligence and rate of wage and salary in Executive systems of Rafsanjan City.

There is a relationship between employees' organizational intelligence and opportunity to grow skills and continued learning in Executive systems of Rafsanjan City.

There is a relationship between employees' organizational intelligence and participation in making decision in Executive systems of Rafsanjan City.

RESEARCH METHODOLOGY

To conduct every kind of research study author should necessary data from statistical society and perform hypothesis test by analyzing data and changing them to information. To gather data several instruments are needed. Kind of the instruments and special approaches relates increasingly to methodology (Khaki, 239:2006). Selecting research method

depends on objective and nature of research subject and its performance facilities. However it can be decided about method of studying and performing a research when research subject, objective and extent of research is determined (Naderi & Seif Naraq, 61:2006). Research method used in this study is of correlation ones and relationship between mentioned variables is determined by this method. While author accesses two or more groups of information, he can use this method because this method is used to study rate of changes in one or more factors as a result of one or more factors. This research belongs to application researches from objective point of view (Naderi & Seifnaragi, 81:2006).

Statistical society

A statistical society includes a set of people or units which have at least on common property. Studied society in every research usually is a statistical society where author desires to study one property (properties. (Sarmad et al, 177:2011). Statistical society of this research includes all employees employed in Rafsanjan executive systems containing 61 organizations and 3012 employees.

Sampling method

In this research number of statistical society is selected using class sampling proportional to society size. Sample of the research includes 344 people selected randomly from 3012 people statistical society. In order to determine needed sample size Cochran formulation with following hypotheses is used. Before main sampling, first 10 employees were selected randomly to determine questionnaire reliability. Then, from 3012 reminded people 344 ones were selected proportional to class sizes as following and calculation was performed as following:

Information gathering instruments

Information gathering instruments of the research include two questionnaires: questionnaire of evaluating work life quality containing 19 questions in order to measuring related factors Likert five point scale was used. This questionnaire contains four components and measures employees' work life quality and obtained mark shows employees' work life quality.

Albrecht organizational intelligence questionnaire

This questionnaire includes 40 questions which every part of questions relates to measuring components of organizational intelligence. To study position of components Likert five point scales as completely agree, agree, relatively agree, disagree and completely disagree.

- Validity and reliability of measuring instruments
- Validity of measuring instruments

Validity means that measuring instrument can really measure related characteristic not other variable (Hooman, 12:2003). Validity rate of work life quality questionnaire was obtained 938.0 by Hajmohammadrezaee (2003) and validity rate of organizational intelligence was obtained 954.0 by Ebrahimi (2012).

Reliability of measuring instruments

Reliability of a measuring instruments means that related property is measured by the same instrument (or other similar

instrument) to show how obtained results are similar, exact and confident (Hooman, 11:1998).

In order to determine reliability Cronbache Alpha method was used by which reliability coefficient of work life quality questionnaire was equal to 0.87 and of organizational intelligence questionnaire was equal to 0.90.

Method of gathering data

Author referred to educational centers of Rafsanjan executive systems including 61 organizations directly and distributed questionnaires among 344 employees and then gathered 340 questionnaires. Gathered questionnaires were then analyzed.

Data analysis method

To analyze gathered data parameter of descriptive and inferential statistics was used. Research findings are presented in frame of abundance tables and abundance percent and also percent of confident abundance that is the same abundance percent without considering non-answered questions.

To facilitate presenting data, a Spearman coefficient was used in order to study the relationship between organizational intelligence and work life quality. Statistical analysis was done by SPSS software.

Before studying research hypotheses normality of research hypotheses is examined by Colmograph-Smearnouv one-sample test.

H0: studied variable has normal distribution.

H1: studied variable doesn't have normal distribution.

Table 1 Colmograph-Smearnouv one-sample test for research variables

P-value	Z-statistics	Standard deviation	Mean	Numbers	Variable
0.012	1.568	0.49	4.16	339	Organizational intelligence
0.009	1.648	0.34	4.01	340	Work life quality

Based on results of Colmograph-Smearnouv one-sample test, normality assumption is rejected for all variables (P<0.05), that is normality assumption is rejected by 95.0 percent confidence.

Main hypothesis

Correlation between employees' organizational intelligence and work life quality in Rafsanjan executive systems

Independency Chi-2 test

H0: Employees' organizational intelligence and work life quality in Rafsanjan executive systems are independent.

H1: Employees' organizational intelligence and work life quality in Rafsanjan executive systems aren't independent.

Table 2 Chi-2 test

p-value	Freedom degree	Statistics value	Test statistics
0.002	72	110.97	Statistics

Regarding data analysis, because Chi-2 statistics and its significance are equal to 0.00H0 assumption is rejected in significance level of 0.05. (P-value is less than significance

Table 3 Kendal & Spearman correlation coefficient between organizational intelligence and work life quality

Kind of relation	Presence of relation	Numbers	p-value	Correlation coefficient	Correlation statistics
Direct	yes	339	**<0.001	0.156.	Kendal
Direct	Yes	339	**<0.001	0.226.	Spearman

* In significance level of 0.05, **in significance level of 0.001

level of 0.05) and it means that employees' Organizational intelligence and work life quality in Rafsanjan executive systems can't be independence.

There is a relationship between employees' organizational intelligence and work life quality in Rafsanjan Executive systems.

Kendal & Spearman correlation test

H0: There is no relationship between employees' organizational intelligence and work life quality in Rafsanjan Executive systems.

H1: There is a relationship between employees' organizational intelligence and work life quality in Rafsanjan Executive systems.

To study the relationship between employees' organizational intelligence and work life quality in Rafsanjan executive systems Kendal & Spearman correlation coefficients were used (quantitative variables). Results of this test are shown in table 3.

Based on results of correlation test, Kendal correlation coefficient is equal to 0.156 and Spearman correlation test equal to 0.226 which show there is a meaningful relationship between employees' work life quality and organizational intelligence in Rafsanjan executive systems (P<0.05). Then, main hypothesis of research is approved; that is changing organizational intelligence causes to change employees' work life quality and will be positive. It means that increasing organizational intelligence is accompanied by increasing work life quality and vice

versa. Positivity of Kendal & Spearman coefficients explains increase of this relation.

Secondary hypothesis 1

There is a relationship between employees' organizational intelligence and job security in Rafsanjan Executive systems.

H0: There is no relationship between employees' organizational intelligence and job security in Rafsanjan Executive systems.

H1: There is a relationship between employees' organizational intelligence and job security in Rafsanjan Executive systems.

To study the relationship between employees' organizational intelligence and job security in Rafsanjan executive systems Kendal & Spearman correlation coefficients were used (quantitative variables). Results of this test are shown in table 4.

Table 4 Kendal & Spearman correlation coefficient between employees' organizational intelligence and job security

Kind of relation	Presence of relation	Numbers	p-value significance	Correlation coefficient	correlation statistics
Direct	Yes	339	**0.006	0.111.	Kendal
Direct	Yes	339	**0.006	0.146.	Spearman

Based on the results of correlation test, Kendal correlation coefficient is equal to 0.111 and Spearman correlation coefficient equal to 0.146; it explains that there is a meaningful relationship between employees' organizational intelligence and job security in Rafsanjan executive systems (0.05). However hypothesis 0 is rejected and relationship between two variables is direct. So, first secondary hypothesis of research is approved; that is changing organizational intelligence causes to change employees' job security and will be positive. It means that increasing organizational intelligence is accompanied by increasing job security and vice versa. Positivity of Kendal & Spearman coefficients explains increase of this relation.

Secondary hypothesis 2

There is a relationship between employees' organizational intelligence with salary and material advantages in Rafsanjan Executive systems.

H0: There is no relationship between employees' organizational intelligence with salary and material advantages in Rafsanjan Executive systems.

H1: There is a relationship between employees' organizational intelligence with salary and material advantages in Rafsanjan Executive systems.

To study the relationship between employees' organizational intelligence with salary and material advantages in Rafsanjan executive systems Kendal & Spearman correlation coefficients were used (quantitative variables). Results of this test are shown in table 5.

Table 5 Kendal & Spearman correlation coefficient between employees' organizational intelligence with salary and material intelligence

Kind of relation	Presence of relation	Numbers	p-value significance	Correlation coefficient	Correlation statistics
Direct	Yes	339	*0.017.	0.093.	Kendal
Direct	Yes	339	*0.015.	0.132.	Spearman

* In significance level of 0.05, **in significance level of 0.001

Based on the results of correlation test, Kendal correlation coefficient is equal to 0.093 and Spearman correlation coefficient equal to 0.132; it explains that there is a meaningful relationship between employees' organizational intelligence with salary and material advantages in Rafsanjan executive systems (0.05).

Table 6 Kendal & Spearman correlation coefficient between employees' organizational intelligence and Opportunity to grow skills and continued learning

Kind of relations	Presence of relation	Numbers	p-value significance	Correlation coefficient	Correlation statistics
Direct	Yes	339	**0.007	0.107	Kendal
Direct	Yes	339	**0.008	0.144	Spearman

However hypothesis 0 is rejected and relationship between two variables is direct. So, second secondary hypothesis of research is approved; that is changing organizational intelligence causes to change employees' salary and material advantages and will be positive. It means that increasing organizational intelligence is accompanied by increasing salary and material advantages and vice versa.

Positivity of Kendal & Spearman coefficients explains increase of this relation.

Secondary hypothesis 3

There is a relationship between employees' organizational intelligence and opportunity to grow skills and continued learning in Rafsanjan Executive systems.

H0: There is no relationship between employees' organizational intelligence and opportunity to grow skills and continued learning in Rafsanjan Executive systems.

H1: There is a relationship between employees' organizational intelligence and opportunity to grow skills and continued learning in Rafsanjan Executive systems.

To study the relationship between employees' organizational intelligence and opportunity to grow skills and continued learning in Rafsanjan executive systems Kendal & Spearman correlation coefficients were used (quantitative variables). Results of this test are shown in table 6.

Based on the results of correlation test, Kendal correlation coefficient is equal to 0.107 and Spearman correlation coefficient equal to 0.144; it explains that there is a meaningful relationship between employees' organizational intelligence and opportunity to grow skills and continued learning in Rafsanjan executive systems (0.05). However hypothesis 0 is rejected and relationship between two variables is direct. So, third secondary hypothesis of research is approved; that is changing organizational intelligence causes to change employees' opportunity to grow skills and continued learning and will

be positive. It means that increasing organizational intelligence is accompanied by increasing opportunity to grow skills and continued learning and vice versa. Positivity of Kendal & Spearman coefficients explains increase of this relation.

Secondary hypothesis 4

There is a relationship between employees' organizational intelligence and their participation in making decision in Rafsanjan Executive systems.

H0: There is no relationship between employees' organizational intelligence and their participation in making decision in Rafsanjan Executive systems.

H1: There is a relationship between employees' organizational intelligence and their participation in making decision in Rafsanjan Executive systems.

To study the relationship between employees' organizational intelligence and their participation in making decision in Rafsanjan executive systems Kendal & Spearman correlation coefficients were used (quantitative variables). Results of this test are shown in table 7.

Table 7 Kendal & Spearman correlation coefficient between employees' organizational intelligence and their participation in making decision

Kind of relation	Presence of relation	Numbers	p-value	significance	Correlation coefficient	Correlation statistics
Direct	Yes	339	< **001/0		0.179	Kendal
Direct	Yes	339	< **001/0		0.245	Spearman

* In significance level of 0.05, ** in significance level of 0.001

Based on the results of correlation test, Kendal correlation coefficient is equal to 0.179 and Spearman correlation coefficient equal to 0.245; it explains that there is a meaningful relationship between employees' organizational intelligence and their participation in making decision in Rafsanjan executive systems (0.05). However hypothesis 0 is rejected and relationship between two variables is direct. So, fourth secondary hypothesis of research is approved; that is changing organizational intelligence causes to change employees' participation in making decision and will be positive. It means that increasing organizational intelligence is accompanied by increasing employees' participation in making decision and vice versa. Positivity of Kendal & Spearman coefficients explains increase of this relation.

Research findings

In this research findings resulted from describing demographic characteristics and hypotheses analyses are studied and presented.

DISCUSSION

Research results and findings show that there is a relationship between employees' organizational intelligence and work life quality.

Manager should consider this point that not only human's brain and hands work, but also their heart and spirit are important to make trust atmosphere. If manager emphasizes on organization development in long term, involving employees in organizational affairs, respecting their feelings, sharing them in creating needed attraction and making them interested in organization, type of job, producing suitable environment conditions to grow talents and capabilities and establishing job security and a confident future for employees are some factors which encourage employees to apply their power and capability. Today improving life quality is one of the most important goals of organization and people who work in for it (Qasemi, 6:2002).

Work life quality presents an environment where work life quality means having a correct supervision, good work conditions, proper payment and advantages and more important producing challengeable, cooperative and satisfying work space. High-quality work life is derived regarding philosophy of employees' communications and includes trying to use high-quality life work that is regular efforts from organization which makes big opportunity for

employees to influence their job and try to affect organization generally (Jazani, 158:1997). Results show that there is a relationship between organizational intelligence and work life quality. Organizational intelligence is organization's capability in creating and strategic knowledge application in order to conform with surrounded environment. In these environmental conditions employees are provided by an opportunity in

which employees can learn continually and grow their skills while cooperating and making decision and in other side their salary will increase. Results of this finding are accordant with studies of Yaaqobi *et al* (2011) and Farahbakhsh (2012).

In a research Yaaqobi *et al* (2011) concluded that organizational intelligence is followed by many consequences such as increasing work life quality. Farahbakhsh (2012) also found that several intelligences affect people's work life quality.

Organizational intelligence can affect job security, wage and salary, opportunity to grow skills and continued learning, cooperation and making decision as component of work life quality positively, results approve relationship between organizational intelligence and job security. Component of job security is a belief of people to their job's continuity.

Azimi *et al* (2013) show that all factors of organizational intelligence influence supportive attitudes such as job security. So, it is expected that increasing organizational intelligence assures employees' work future.

Results support relationship between organizational intelligence with salary and material advantages in organization. Salary and material advantages are approved by employees when it is proportional to their mental and physical work.

Organizational intelligence is a factor which leads to employees' proper function if it is structured in organization. This causes to increase employees' salary and advantages.

Results support relationship between organizational intelligence with opportunity to grow skills and continued learning. Growing work force in order to doing tasks and responsibilities exactly and continually is summarizes in opportunity to improve skills and continued learning (Ronaq, 21:2001). These conditions will be improved as work environment has organizational and individual intelligence. In a research Nanva Sabbagh & Elahi (2013) show that organizational intelligence can affect continued learning positively.

In other side structuring organizational intelligence demands employees to improve their skills and abilities. So it is expected that increasing organizational intelligence provides opportunities to increase employees' skills and continual learning.

Results support the relationship between organizational intelligence and employees' participation in making decision. Participation in making decision means using employees' ideas and their participation in making decision process continually. This participation will be more in an environment where organizational intelligence is emphasized.

Dindar *et al* (2011) in his paper points that organizational intelligence and paying attention to it can lead to organization's success. Mandelson & Zikler (1999) also present a model according to which organizational intelligence cause to effective decisions.

In these conditions it is expected that increasing organizational intelligence promote needed opportunity for employees' making decision.

Suggestions

In this section some author-structured suggestions are provided

Regarding findings of the research by which relationship between organizational intelligence and work life quality is approved, it is suggested organization's managers try to increase work life quality by emphasizing on job security, future assurance, job security, a job other than current job (fair wage, salary), salary proportional to least needs, salary proportional to skills and expertise, salary proportional to job hardness (growing skills), growing potential abilities, possibility of using skills, chance to grow skills (continued learning, increasing participation and making decisions for employees), participation chance, participating to solve problems and decisions which lead to happiness.

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