

## Forecasts Indifference Organizational Departments of Youth and Sports Kermanshah Province Through Strategic Intelligence Managers

<sup>1</sup>Yadollah Azadi, <sup>1</sup>Masome Bakhit, <sup>2</sup>Kamran Eydipour and <sup>3</sup>Bahare Ghaemi

<sup>1</sup>Department of Sports Psychology, Farhangiyani University, Tehran, Iran

<sup>2</sup>Department of Sport Management, Tehran, Iran

<sup>3</sup>Department of Sport Management, University of Tehran, Tehran, Iran

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**Abstract:** The purpose of this study was to predict organizational apathy through strategic intelligence managers in the Departments of Youth and Sports Kermanshah province. The research methodology has been a survey which has used a reliable and standard questionnaire with high validity and reliability for data collection. The population if this research were all employees of the Departments of Youth and Sports Kermanshah province (N = 228). To determine the total number of samples was determined using the statistical sample is proportional to the population size is considered. In order to gather data two questionnaires with high validity and reliability which as strategic intelligence and organization indifference questionnaires were used. To analyze the data were used descriptive and inferential statistics (Kolmogorov-Smirnov, Pearson correlation, multiple regressions, exploratory and confirmatory factor analysis) using the Software SPSS22 and LISREL (8/70). The results showed that the strategic intelligence with organizational indifference there was a significant negative correlation. The results of stepwise regression showed strategic intelligence 0/24 to explain organizational indifference change. Therefore, the administrative director of youth and sport recommended that by paying special attention to the changing strategic intelligence; provide terms of to reduce organizational indifference staff in the organization.

**Key words:** Intelligence, strategic intelligence, organizational indifference, Department of Youth and Sports, staff

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### INTRODUCTION

In today's business environment, managers must look for useful studies and information in order to achieve frequent successes and new opportunities (Gilsing and Duysters, 2008). Strategic intelligence is the basis of information that as symbol of information uses its information and intellectual assets for programming and decision making process and via participation in collection, analysis and distribution of information contributes to strategic management so that information is integrated and therefore, conscious and better decision making is performed for achieving organizational mission and perspective (Liebowitz, 2006).

Maccoby and Scudder (2011) believe that successful managers are those with five skills of strategic intelligence, foresight, perspective design, systematic thinking, motivation and participation which depend on their leadership philosophy and personal intelligence. On the other hand managers are the most privileged people in their organization who influence all aspects of their organization one of which is employee

indifference. "Organizational indifference" refers to a state when specifically achieving or not achieving organizational goals or success or failure in the organization does not matter for a member or group of its members. Investigations suggest that strategic intelligence of managers influences employee indifference. Managers with strategic intelligence provide the necessary information for the organization and design appropriate strategies that create values therefore, help the organization and its employees achieve growth and progress. In a study called "role of strategic intelligence in management of organizations". Anasstrine found that strategic intelligence plays an essential role in increasing individual's involvement in activities and reducing employee indifference in the organization which supports strategic decisions in the organization and eventually leads to improved management in the organization.

That being said organizational indifference in employees is one of deterrent factors and organizational issues. Reduced attention to it results in lack of motivation, reduced organizational commitment,

**Table 1: Pearson's correlation coefficient results between strategic intelligence and effect of its components on employee's organizational indifference**

Predictor variables	Criterion variables	Sample	Correlation	Significance
Strategic intelligence	Organizational Indifference	203	-0.351	0.0001
Foresight ability	Organizational Indifference	203	-0.286	0.0001
Perspective design	Organizational Indifference	203	-0.307	0.0001
Systematic thinking	Organizational Indifference	203	-0.090	0.2040
Motivation	Organizational Indifference	203	-0.360	0.0001
Participation	Organizational Indifference	203	-0.317	0.0001

organizational performance, cooperation, competitive advantage and prevents the organization from achieving its goals. Thus, decreasing organizational productivity. In this regard, a subject such as strategic intelligence which is a new phenomenon in management appears to be an important factor that can play a major role in employee indifference as well as organizational effectiveness. Therefore, the researcher decided to consider the relationship between organizational indifference of employees and strategic intelligence of managers in sport and youth offices of Kermanshah.

## MATERIALS AND METHODS

This study uses a correlation-type methodology. It is considered among empirical studies in terms of goal and was conducted using field research method in terms of implementation. Statistical population of this study consisted of all managers and employees of sport and youth offices of Kermanshah Province totaling 228 in 2015. To determine the statistical sample whole counting method was used and the statistical sample of the study was considered proportionate to the population size. Information collection was conducted in 2 ways: first, library method which was performed by studying books, journals, articles and theses in various colleges and second, field research in which data was collected using questionnaire from the sample members. Overall, 228 questionnaires were distributed in the statistical population and finally, 203 of them were collected by the researcher, making the basis of analysis. The first, researcher-made questionnaire of strategic intelligence was used by which 5 facts (foresight, perspective design, systematic thinking, motivation and participation) were measured. Content validity and face validity of the questionnaire was verified by several sport management experts. Besides content validity and face validity also structural reliability of this questionnaire was considered. To study structural reliability of present instruments, exploratory factor analysis with principal component analysis via varimax rotation using SPSS Version 22 and confirmatory factor analysis for verifying hypothesis testing with regard to the number of expected factors and

**Table 2: Regression pattern summary**

Variable	R	R <sup>2</sup>	SE
Strategic intelligence	0.378	0.243	0.19.10

their correlation with existing variables using LISRELTM version 8.70 were performed. Also, Cronbach's alpha coefficient was used for considering reliability and internal consistency of study tools (0.92) which showed good reliability for the tools. Next the 33-item questionnaire of organizational indifference of Danaifard validity and reliability of which was verified by Danaifard and its reliability was calculated using Cronbach's alpha which was 0.97, showing its high reliability. For data analysis, descriptive and inferential statistics were used in this study. Regarding descriptive statistics, mean, standard deviation, tables, etc., were used to express descriptive information pertaining to the study and regarding inferential statistics, Kolmogorov-Smirnov test was used to verify normality of data distribution, Pearson's correlation coefficient was used to verify relationship between study variables and regression analysis test was used to predict variables. Also, exploratory factor analysis and confirmatory factor analysis were employed to analyze structural reliability of strategic intelligence and data analysis was done using SPSS Software (Table 1 and 2).

## RESULTS AND DISCUSSION

Results of Pearson's correlation in Table 1 show that there is negative significant relationship between strategic intelligence ( $p < 0.05$ ,  $r_{203} = -0.351$ ) and its components foresight ability, perspective design, motivation and participation and organizational indifference but there is no significant relationship between systematic thinking ( $p > 0.05$ ,  $r_{203} = -0.090$ ) and organizational indifference of employees. Considering the information in Table 2, results of square multiple correlation coefficient show that variable of strategic intelligence and its components have been able to explain 0.24 of organizational indifference changes. According to Table 3, components of perspective, motivation and participation have managed to explain -0.173, -0.446 and -0.215% of organizational indifference changes in employees, respectively.

**Table 3: Regression results for predicting employee's organizational indifference via strategic intelligence components**

Predictor variables	Criterion variable	B	B	t-values	Sig.
Standard criterion	Standard criterion	177.5780	-	22.5910	0.0001
Foresight	Indifference	0.1200	0.029	0.2050	0.8380
Perspective	Indifference	0.7160	-0.173	1.0030	0.0170
Systematic thinking	Indifference	-0.3140	-0.082	-1.2000	0.2310
Motivation	Indifference	-1.9850	-0.446	-2.4300	0.0160
Participation	Indifference	-0.4800	-0.215	-0.8840	0.0370

Findings of this study show that there is a significant relationship between strategic intelligence and employee indifference. Thus, strategic intelligence in organization level enables managers to design a whole image of existing and prospective condition of the organization and by acquiring necessary information in this regard and passing it to employees, place human assets of the organization in accordance with strategic goal of the organization and decrease their indifference toward the organization by inducing participation, motivation and effort in them and accompany the employees with organizational goals and culture so as to enable growth and development in their organization with quick and timely decisions which is consistent with the research by Silas (2013) and Kruger (2010). Also, there is significant negative relationship between strategic intelligence components, i.e., foresight, perspective, participation and motivation but no significant relationship was observed between the systematic thinking component in organizational level and employee indifference. Foresight refers to prediction of flow of changes that lead to identification of threats and opportunities for the organization and determining organizational success factors

Guichard believes that managers whose ability to predict threats and opportunities is more have better performance which through clarifying organizational problems and abilities for employees in future minimizes their anxiety and leads to increased quality of their efforts for achieving organizational goals, thus decreasing their indifference with regard to the organization. Maccoby and Scudder (2011) believe that perspective determination refers to the process of creating an ideal future and a specific goal for the organization requiring their involvement in it and moving toward it. Managers with strategic intelligence draw an ideal image of organization future via recommendations and ideas of their employees, thus clarifying organization's goals and aligning employees toward those goals. Also, by increasing their cooperation they bring about increased attraction, unity and decreased indifference in them. Motivation refers to the forces that influence the individual and result in motivation, conduction and commitment with regard to goals and finally, a volunteer effort toward realizing them

(Helms, 2009). By delegating relevant responsibilities to individuals in order to enhance individual's abilities and coordinate their personal values, managers with strategic intelligence create sense of value in the individuals, thus increasing their motivation within the organization and reducing their indifference with regard to the organization. By creating participation, managers with strategic intelligence can on the one hand, put employees in line with organizational goals by involving them in relevant decisions.

Thus, decreasing their indifference toward the organization as organization persistence and success depends highly on employees cooperation with the organization and on the other hand, cooperate with organizations that create them values and help them realize their perspectives. Rahmatian and PourKiani (2013) also in their study found that there is significant relationship between all strategic intelligence components and organizational success which is consistent with the results of this part of study regarding the four facets of foresight, perspective, participation and motivation but is not consistent with this part of study in terms of systematic thinking.

Probably, this inconsistency can be attributed to different statistical samples of the two studies or lack of manager's systematic thinking in the statistical sample of the study. Thus, strategic intelligence plays an essential role in reducing organizational indifference of the statistical population considered. Therefore, managers of the mentioned organizations can prepare the ground for reducing organizational indifference of employees and considering employees and aligning them with the organization, help organizations achieve their goals.

## CONCLUSION

Also, results of this study can serve as guide for achievement and competitive advantage of organizations, especially sport and youth offices for sport offices have considerable impact on sport development of the society and should not be blocked from competition and require human assets with motivation and commitment in order to achieve success.

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