

The Relationship between Knowledge Management and Organizational Intelligence and Organizational Agility among High School Principals

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Abstract

The aim of this study was to determine the relationship between knowledge management and organizational intelligence and organizational agility of principals. The research method is descriptive correlational. Statistical population of all principals of Galugah was 80 people. 66 people were selected according to the Krejcie and Morgan table by stratified random sampling method based on gender. Data collection tool was Hemmati Knowledge Management Standard Questionnaire (2010), Karl Albrecht Organizational Intelligence (2003) and Sharifi and Zhang Organizational agility (2004). The reliability of the questionnaires was 0.96, 0.96 and 0.86, respectively. Regression test and Pearson correlation coefficient were used for data analysis. The results showed that there was a significant relationship between knowledge management and organizational intelligence and its components and organizational agility and its components. The most significant contribution in organizational intelligence was the strategic outlook component and the least contribution was agreement and unity components. Also, the highest contribution of organizational agility components was managers' competency component and the lowest contribution was rapidity component in managers.

Key Words: Knowledge Management; Organizational Intelligence; Organizational Agility.

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Introduction

Nowadays, increasing changes in the business environment and becoming more competitive has increased the organizations' need for a production system that could help them respond to all of customers' needs. Customers have always wanted more diverse and versatile products. Customers tend to get products as quickly as possible (Albrecht, 2003). Current organizations are working in an environment where rapid changes require them to have adaptive strategies. In such an environment, agility has become an important feature that has many effects on the organization's performance (Ade, 2010).

Agile activities can be defined as survival and progress in a competitive environment and its fundamental features are change and uncertainty; they react to changing markets rapidly and effectively based on customer's demand (Mohammadi & Kashgar, 2012, p. 97). Agility requires an organization to be benefited from organizational intelligence and knowledge management (Ismael & Al, assa'd, 2020). Knowledge management (KM) is a process that helps organizations find, select, organize, and publish critical information. Knowledge management is a specialty that is essential for activities such as problem solving, dynamic learning, strategic planning and decision making (Mehrabi, 2014, p. 85).

Global competition has increased the pressure on organizations to upgrade services and products and

ultimately upgrade their systems. Knowledge management is a strategic need for institutions and organizations and ensures long-term advantages for organizations and communities; it is the extent to which organizations and institutions benefit from human, intellectual and informational capital (Keyvan Ara, Yazdekhasty, Bahrami, & Masodian, 2011, p. 680). The most important goal in applying knowledge management in the organization is to adapt quickly to changes in the surrounding environment to enhance efficiency and profitability. As a result, knowledge management refers to the process of how to create, disseminate and use knowledge in an organization (Keivan Ara et al., 2011).

Regarding the concept of organizational intelligence, Trad (2021, p.1) believes that to restructure or transform a business organization in the optimal manner, there is a need for a specific organizational intelligence and engineering pattern to support a business transformation and integration strategy. The applied strategy should be based on existing standards, mapping concepts, and various levels of interoperability. It can be interpreted that having this ability, individuals within intelligent organizations will have more adaptability in organizational situations and finally, the created adaptivity will lead to a new cycle of intelligence (Keyvan Ara et al., 2011).

Armstrong (1999) argues that knowledge management is the use

of information to achieve business realities and the art of creating value and using intangible assets to achieve this goal. In other words, knowledge management is the creation of knowledge in real time in a timely manner by individuals, and helps people share information and improve organizational performance. Kelly (2004), for effective KM implementation, integrates three aspects of organization management: The overall business management strategy, information systems or information technology strategy, and human resource management strategy.

Keyvan Ara et al. (2011) investigated the relationship between knowledge management and organizational intelligence components in Medical Sciences faculties of Isfahan University. Findings showed that the components of knowledge management as well as the components of organizational intelligence were less than the average level. There was a significant correlation between scores of knowledge management components and organizational intelligence components. Also, the difference between the means of knowledge management components and organizational intelligence was significant in terms of demographic characteristics. Also, the results indicated that using modern knowledge, distribution, sharing and exchanging knowledge and awareness of environmental factors, as well as preservation and survival, are basis for creating

organizational intelligence at universities.

Abili et al. (2015) came to the conclusion that knowledge sharing affected on organizational agility and organizational intelligence. It was also found that knowledge sharing indirectly influenced organizational agility of educational and research staff of Tehran University of Medical Sciences. Zabihi et al. (2015) concluded that there was a meaningful relationship between organizational intelligence and organizational agility in hospitals. The components of strategic vision, performance, and knowledge unity and knowledge agreement had greatest contribution in determining agility.

Ward (2006) investigated "Application of Knowledge Management in Confirmation of executive decision making in a Military Environment". The results of this research showed that knowledge management innovations do not directly manage the knowledge. In response to this issue, knowledge management innovations manage the internal and external environment of the organization in order to encourage the dissemination of information and create new knowledge along with effective presentation of knowledge to decision-makers. Prejmerean and Vasilache (2007) in a research entitled suggested that some of the features of higher education institutions are an obstacle in strengthening organizational intelligence, but on the other hand, there are various

social, cultural and information factors in these centers that can increase the organizational intelligence.

Baharami et al. (2016) stated that organizational learning acts as a mediator in the relationship between organizational intelligence and organizational agility. Also, organizational learning has a meaningful relationship with organizational agility. So the problem comes to mind that has Education been able to use this organizational intelligence and agility? This research is important in the sense that it is a step towards research in knowledge management and organizational intelligence and agility. The results can also be used as a basis for managing research for other organizations. The researcher seeks to answer the question that whether there is a relationship between knowledge management and organizational intelligence and organizational agility?

Considering the above arguments, this study aimed to investigate the relationship between knowledge management with organizational intelligence and organizational agility among high school principals as there is a lack of empirical studies to unravel the effects of knowledge management on the above mentioned variables. To reach this end the following questions are going to be addressed:

Research questions

- First hypothesis: There is a relationship between knowledge management and the strategic outlook of managers.
- Second hypothesis: There is a relationship between knowledge management and the shared destinies of managers.
- Third hypothesis: There is a relationship between knowledge management and managers desire to change.
- Fourth hypothesis: There is a relationship between knowledge management and the morale of managers.
- Fifth hypothesis: There is a relationship between knowledge management and agreement and unity of managers.
- Sixth hypothesis: There is a relationship between knowledge management and the knowledge use by managers.
- Seventh hypothesis: There is a relationship between knowledge management and performance pressure of managers.
- Eighth hypothesis: There is a relationship between knowledge management and managers competency.
- Ninth hypothesis: There is a relationship between knowledge management and managers' flexibility.
- Tenth hypothesis: There is a relationship between knowledge management and managers' quickness.
- Eleventh hypothesis: There is a relationship between

knowledge management and managers accountability.

- Twelfth hypothesis: contribution of each component of organizational intelligence is different in knowledge management.
- Thirteenth hypothesis: Contribution of each component of organizational agility is different in knowledge management.

Research Methodology

The method used in current research is a descriptive and correlational one. Therefore, the statistical population of this research is all education managers in Galougah; a total of 80 people in 2012-2014 academic year who are working according to an inquiry from Education Statistics Center. A sample of 66 people was selected by means of a simple sampling method through Krejcie Morgan table.

In this study, three questionnaires have been used: Hemmati Knowledge Management Questionnaire (2010), Organizational Questionnaire by Carl Albrecht (2003) and Organizational agility inventory model by Sharifi and Zhang (2001). Since the questionnaires used in this study are standard and used in many studies, they show their desirable credibility. Since the questionnaires used in this standard study are often

used by researchers, they are very reliable. Khamda (2009) evaluated the reliability of knowledge management questionnaire in his research to be 0.89. Karl Albrecht (2002) estimated the reliability of the organizational intelligence questionnaire in his research to be 0.91. In this study, to measure reliability, questionnaires were performed in a group of 30 people and the reliability was calculated using Cronbach's alpha coefficient as 0.96 for organizational intelligence, 0.96 for knowledge management, 0.96 for organizational intelligence and 0.86 for organizational agility. Descriptive statistics (frequency, frequency percentage, graph, mean) and inferential statistics (from the Kolmogorov Smear test, Spearman correlation test and linear regression) were computed using SPPSS software package for data analysis.

Results

The aim of this study was to analyze the relationship between knowledge management with organizational intelligence and organizational agility among high school principals. In order to reach this purpose three different questionnaires were implemented and the results of descriptive and correlation analyses are reported in the following paragraphs.

First hypothesis: There is a relationship between knowledge management and the strategic outlook of managers.

Table 1- The Relationship between Knowledge Management and Strategic Outlook of Managers

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.05	0.583**	0.000
Strategic Outlook				

** : Significance at probability level of 1% ($P < 0.05$)

Table 2-The Relationship between Knowledge Management and Managers shared Destiny

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.582**	0.000
Shared destiny				

** : Significance at probability level of 1% ($P < 0.05$)

According to the results of Table (1), it can be said that the significance of the relationship between knowledge management and strategic outlook was measured in a two-way test with an alpha of 0.05 (0.000) and a correlation coefficient of 0.583. Since the value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the hypothesis of zero is rejected. Therefore, it is concluded that there is a relationship between knowledge management and managers strategic outlook. Also, since the value of the correlation coefficient is positive, this relationship is direct, that is; increasing one of them leads to an increase in others, and vice versa.

Second hypothesis: There is a relationship between knowledge

management and the shared destinies of managers.

Based on the results of Table 2, it can be said that the significance of the relationship between knowledge management and shared destiny is calculated in a two-way test with an alpha of 0.05 (0.000) and a correlation of 58.22. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a relationship between knowledge management and the managers shared destiny. Also, since the value of the correlation coefficient is positive, this relationship is direct, that is; as one increases, another also increases and vice versa.

Third hypothesis: There is a relationship between knowledge

management and managers desire to change.

Table 3- Relationship between knowledge management and managers' desire to change

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.621**	0.000
desire to change				

** :Significance at probability level of 1% ($P < 0.05$)

According to the results of Table (3), the significance of the relationship between knowledge management and the desire to change was calculated in a two-way test with an alpha of 0.05 (0/000) and with a correlation of 621/0. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a relationship between

knowledge management and managers' desire to change. Also, since the value of the correlation coefficient is positive, this relationship is direct; that is, as one increases, another also increases and vice versa.

Fourth hypothesis: There is a relationship between knowledge management and the morale of managers.

Table 4- The Relationship between Knowledge Management and the morale of managers

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.506**	0.000
Morale				

According to the results of Table 4, the significance of the relationship between knowledge management and morale was measured in a two-way test with an alpha of 0.05 (0.000) and a correlation of 506.0. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis

is rejected. Therefore, it is concluded that there is a relationship between knowledge management and the morale of managers. Also, since the value of the correlation coefficient is positive, this relationship is direct; that is, as one increases, another also increases and vice versa.

Fifth hypothesis: There is a relationship between knowledge management and agreement and unity of managers.

Table 5- The relationship between knowledge management and unity and agreement of managers

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.585**	0.000
Unity and agreement				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table 5, the significance of the relationship between knowledge management and unity and agreement was calculated in a two-way test with an alpha of 0.05 (0.000) and with a correlation of 0.558. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there

is a relationship between knowledge management and unity and agreement of managers. Also, since the value of the correlation coefficient is positive, this relationship is direct; that is, as one increases, another also increases and vice versa.

Sixth hypothesis: There is a relationship between knowledge management and the knowledge used by managers.

Table 6- The Relationship between Knowledge Management and the knowledge use by managers

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.539**	0.000
Knowledge use				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table (6), the significance of the relationship between knowledge management and knowledge use was calculated in a two-way test with an alpha of 0.05 (0/000) and with a correlation of 539/0. Since this value is less than 0.05, the

research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a relationship between knowledge management and the knowledge use by managers. Also, since the value of the correlation coefficient is

positive, this relationship is direct, that is; as one increases, another also increases and vice versa.

Seventh hypothesis: There is a relationship between knowledge management and performance pressure of managers.

Table 7- The Relationship between Knowledge Management and the performance pressure of Managers

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.697**	0.000
Performance pressure				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table 7, the significance of relationship between knowledge management and performance pressure was calculated in a two-way test with alpha -0.05 (0.000) and with a correlation of 0.697. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a

relationship between knowledge management and managers performance pressure. Also, since the value of the correlation coefficient is positive, this relationship is direct; that is, as one increases, another also increases and vice versa.

Eighth hypothesis: There is a relationship between knowledge management and managers competency.

Table 8- Relationship between knowledge management and managers competency

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.467**	0.000
managers competency				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table (8), the significance of the relationship between knowledge management and manager competency was calculated in a two-way test with an alpha of 0.05 (0/000) and with a correlation of 467/0. Since this value is less than

0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a relationship between knowledge management and competency of managers. Also, since the value of the correlation

coefficient is positive, this relationship is direct; that is, as one increases, another also increases and vice versa.

management and managers' flexibility.

Ninth hypothesis: There is a relationship between knowledge

Table 9- The Relationship between Knowledge Management and Managers Flexibility

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.382**	0.000
Flexibility of managers				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table (9), the significance of the relationship between knowledge management and flexibility was measured in a two-way test with an alpha of 0.05 (0.000) and a correlation of 382/0. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a

relationship between knowledge management and the flexibility of managers. Also, since the value of the correlation coefficient is positive, this relationship is direct, that is; as one increases, another also increases and vice versa.

Tenth hypothesis: There is a relationship between knowledge management and managers' quickness.

Table 10- Relationship between knowledge management and managers' quickness

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.242**	0.000
Managers quickness				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table 10, the significance of the relationship between knowledge management and quickness was calculated in a two-way test with alpha -0.05 (0.05) and with a correlation of 0.242. Since this value

is 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, there is a relationship between knowledge management and managers quickness. Also, since the value of the correlation

coefficient is positive, this relationship is direct, that is; as one increases, another also increases and vice versa.

Eleventh hypothesis: There is a relationship between knowledge management and managers accountability.

Table 11- Relationship between Knowledge Management and Managers Accountability

Statistical index	N	Error rate(α)	R	Sig
knowledge management	66	0.005	0.600**	0.000
Accountability of managers				

** : Significance at probability level of 1% (P <0.05)

According to the results of Table (11), it can be said that the significance of the relationship between knowledge management and managers accountability was estimated in a two-way test with an alpha of 0.05 (0/000) and with a correlation of 600/0. Since this value is less than 0.05, the research hypothesis is confirmed with 95% confidence and the zero hypothesis is rejected. Therefore, it is concluded that there is a

relationship between knowledge management and managers accountability. Also, since the value of the correlation coefficient is positive, this relationship is direct, that is; as one increases, another also increases and vice versa.

Twelfth hypothesis: contribution of each component of organizational intelligence is different in knowledge management.

Table 12- Contribution of Organizational Intelligence Components Based on the Research Society View

Main variables of the research	Rank	Average rate
Strategic outlook	1	4.46
desire to change	2	4.12
Shared destiny	3	4.0
Morale	4	3.92
Performance pressure	5	3.90
Knowledge use	6	3.84
Agreement and unity	7	3.76

As can be seen in Table 12, in general, regarding the average rate of organizational intelligence components, the strategic outlook

component with an average rate of 4.46 is the most effective component among the components of organizational intelligence in

knowledge management, and the component of agreement and unity

with an average rating of 3.76 is the least effective component.

Table 13- Significance of Friedman test in organizational intelligence components based on the research community view

Statistical index	Calculated values
No.	66
X2	5.547
degrees of freedom	6
Significance	0.476

Table 13 presents the statistical data and statistics of X2. Regarding the SPSS output, the value of the significant number (sig) is 476/0 and is greater than the criterion of the present study ($\alpha = 0.05$). Therefore, the hypothesis of zero or H0 is confirmed at 95% confidence level. Therefore, it can be said that

in terms of importance in ratings, components of organizational intelligence are not in different ranks in knowledge management.

Thirteenth hypothesis: Contribution of each component of organizational agility is different in knowledge management.

Table 14- Contribution of Organizational Agility Components according to the Research Society View

Main variables of the research	Rank	Average rating
Managers Competency	1	4.0
Flexibility of managers	2	3.0
Accountability of managers	3	1.52
Managers quickness	4	1.48

As shown in Table 14, in general; regarding the average ratings of organizational agility components, the component of managers' competency with a mean score of 0.4 is the most effective component

among the organizational agility components in knowledge management and managers' quickness with an average of 1.48, is the least effective component.

Table 15- Significance of Friedman test in organizational agility components based on the research community view

statistical index	Calculated values
No.	66
X2	182.524
degrees of freedom	3
Significance	0.000

Table 15 presents the statistical data and statistics of X2. Regarding the output of SPSS, the value of the significant number (sig) is 0.000 and is lower than the criterion of the present study ($\alpha = 0.05$). Therefore, the main hypothesis or H1 is confirmed at 95% confidence level. Therefore, it can be said that each component of organizational agility is different in terms of importance of ranking in knowledge management.

Discussion and Conclusion

The results of the first hypothesis showed that there is a significant relationship between knowledge management and managers' strategic outlook. The results of this research are in line with the results of the research performed by Behmanesh et al. (2015), Prejmerean & Vasilache (2007), Mehrabi Kali (2014), Keyvan Ara et al. (2011) and Taheri Lari (2010). Intelligent organization is considered as one of the important programs for the development of information technology in organizations that its benefits and effects will have an impact on the workplace, and also develop a modern evolution coupled with the real experiences of the working environment of employees and the organization destiny; accordingly, the establishment of intelligent organizations can be an effective step towards the fundamental transformation of the organizational system and the achievement of organizational goals (Keyvan Ara et al., 2011). Strategic management insights as one of the most effective

management approaches has gained a special place in large and small organizations in order to create the necessary infrastructures and orientations to apply the organizational intelligence mechanisms.

The results of the second hypothesis showed that there is a meaningful relationship between knowledge management and the shared destiny index of organizational intelligence. The results of this research are in line with the results of the research performed by Behmanesh et al. (2015), Prijnerin and Vasliach (2007), Mehrabi Kali (2014), Keyvan Ara et al. (2011) and Taheri Lari (2010). When all or most people involved in the activities of a company, including shareholders, affiliates, suppliers and key business partners and in some cases, even their families know what the mission of a company is, and have a sense of common purpose and understand the role of individual organization succeeds; then they can help the organization to fulfill their vision. The feeling that "we are all in a boat" and "our destinies are tied together" creates a sense of solidarity and a spirit of intimacy and unity.

The results of the third hypothesis showed that there is a significant relationship between knowledge management and desire to change organizational intelligence. The results of this research are in line with the results of the research performed by Behmanesh et al. (2015), Mehrabi Kali (2014), Keyvan Ara et al.

(2011) and Taheri Lari (2010). Indicators of the desire to change shows that some organizational cultures managed by executive teams are so firmly established in the direction of their performance, thinking and reaction to the environment that any change causes mental anxiety and discomfort in their performance. But in other organizations, the change represents a challenge and opportunity for new and exciting experiences and a struggle to gain new things.

The results of the fourth hypothesis showed that knowledge management and the morale index (dare and courage) of organizational intelligence have a significant relationship. The results of this research are in line with the results of the research done by Behmanesh et al. (2015), Mehrabi Kali (2014), Keyvan Ara et al. (2011) and Taheri Lari (2010).

The results of the fifth hypothesis showed that there is a significant relationship between knowledge management and the index of unity and agreement of organizational intelligence. The results of this study are in line with the results of the research conducted by Behmanesh et al. (2015), Mehrabi Kali (2014), Keyvan Ara et al. (2011) and Taheri Lari (2010). any group made up of two or more people will be confused and disoriented without a set of rules. The logical routine is that group members have to organize themselves in order to interact with each other and respond to environmental factors, and assign

tasks and unite and agree on each other based on a set of predetermined rules and regulations to accomplish the mission. Organizational structure designed to facilitate collaboration and participation has also limitations and disadvantages. Working intelligently and effectively is difficult in some organizational structures and systems. Intelligent designers and leaders remove many structural contradictions with respect to the core value propositions. They push individual energies towards a common goal and pushed people toward unity and agreement (Mehrabi Kali, 2014).

The results of the sixth hypothesis showed that there is a significant relationship between knowledge management and the index of knowledge use in organizational intelligence. The results of this study are in line with the results of the research conducted by Behmanesh et al. (2015), Mehrabi Kali (2014), Keyvan Ara et al. (2011) and Taheri Lari (2010). According to this finding, it can be admitted that knowledge of organizational intelligence and knowledge management is one of the important requirements in achieving successful organization.

The results of the seventh hypothesis showed that there is a significant relationship between knowledge management and organizational intelligence performance pressure index. The results of this research are in line with the results of the research performed by Behmanesh et al.

(2015), Prejenerin and Vaseliach (2007), Mehrabi Kali (2014), Keyvan Ara et al. (2011) and Taheri Lari (2010). Entertaining managers and organizers with organizational performance means achieving strategic goals and tactical outcomes, but it's not enough, although necessary. In an organization, all members of the organization have proprietary functional statements. That is, all members of the organization are responsible for what should be achieved and they must believe in the credibility of the organization's goals.

The results of the eighth hypothesis showed that there is a meaningful relationship between knowledge management and managers' competence. The result of the current study is in line with the results of Abili et al. (2015), Segarra-Oña et al. (2016), Keskin (2005), Sadeghian, Yaghoobi and Azazi (2012). In order to achieve organizational goals, the most important factor worthy of mention is competency; because, competency is the ability of the organization to achieve its goals efficiently and effectively. By managing knowledge in the organization, there is also an increase in competency which is necessary for proper management and productivity and enhancing organizational performance.

The results of the ninth hypothesis showed that there is a meaningful relationship between knowledge management and managers' flexibility. This finding is consistent with the results of

Abili et al. (2015), Segarra-Oña et al. (2016), Keskin (2005), Sadeghian, Yaghoobi and Azazi (2012). Flexibility is one of the most important elements of agile organizations. Flexibility means the ability to adapt to the environment, as well as the ability to produce and deliver distinct and diverse products and services, and to achieve different goals with the same resources and equipment. Therefore, the existence of knowledge management in the organization and the flexibility of the path toward achieving organizational goals will become possible.

The results of the tenth hypothesis showed that there is a significant relationship between knowledge management and managers' quickness. This finding is consistent with the results of the researches of Abili et al. (2015), Keskin (2005), Zajirchi et al. (2011), Sadeghian et al. (2012). According to the findings of the study, it can be acknowledged that with increasing knowledge management, quickness can be achieved as one of the organizational agility issues. Therefore, managers' attention is required to improve knowledge management.

The results of the eleventh hypothesis show that there is a significant relationship between knowledge management and managers' accountability. This finding is consistent with the results of research by Abili et al. (2015), Segarra-Oña et al. (2011), Keskin (2005). The result of the present

study, considering the application of knowledge management and its relationship with the accountability of managers, allows for the achievement of organizational and educational goals. Because agility means dynamic changes, it's about bold positioning that involves success in market share, and reaching out to mass customers, as well as being responsive to the ability to identify changes and respond quickly to them, and benefit from them.

The results of the 12th hypothesis showed that the organizational intelligence component's ratings in knowledge management are respectively strategic outlook, desire for change, shared destiny, morale, performance pressure, knowledge use, and agreement and unity. According to the results of this hypothesis, it can be admitted that considering the importance of organizational intelligence components, knowledge management can be achieved in the education department. Therefore, the attention of authorities to the components of organizational intelligence is important.

The results of thirteenth hypothesis showed that ranks of organizational agility components in KM are respectively equal to manager's competency, managers' flexibility, managers' accountability and managers' quickness. According to the results of this hypothesis, it can be stated that considering the importance of organizational agility components, knowledge management can be found in the education department.

Therefore, managers and authorities should pay attention to organizational agility components in order to achieve knowledge management.

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Footnotes

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Declaration of interest

There is nothing to declare.

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