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# The relation between quantum management skills and organizational agility capabilities with the mediating role of organizational intelligence

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## Abstract

This study aimed to determine the relation between quantum management skills and organizational agility capabilities with the mediating role of organizational intelligence. The method of research was a descriptive and correlational based on Structural Equation Modeling (SEM), and the statistical population consisting of all administrators from state universities of Isfahan in academic year 2015. 151 persons were selected by classical random sampling. Three questionnaires were used for collecting data: Quantum management skills, Organizational agility capabilities and Organizational intelligence. Their reliability was computed by Cronbach's alpha coefficients and it was r = 0.97, 0.93, 0.92, respectively. Therefore, their contents validity and construction were confirmed. Statistical SPSS 23, amos23, and EQS were used for data analysis. Findings showed that quantum management skills were affected with path coefficient (r=.33) on organizational agility capabilities with path coefficient (r=.41) on organizational intelligence and organizational intelligence with a path coefficient of (r=.78) on organizational agility capabilities and organizational intelligence mediates relation between Quantum management skills and organizational agility capabilities of the selected university managers.



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## Introduction

Universities are one of the most important centres that are producing, disseminating knowledge, information and creation of new knowledge that had always been the main functions of universities and the academic community's efforts to strengthen knowledge and intellectual capital using information resources, intellectual and human existed. Therefore, universities must identify these resources to use the correct methods of managing, extracting or otherwise used one of the new concepts of the third millennium is Quantum Management. Quantum Management aims increase the power and effectiveness of managers and staff that tries to use concepts and principles of quantum theory, as guidance to describe and explain the organizational phenomena and solving management problems. As well as an efficient, higher education system and the level of responsibility and accountability in carrying out their missions and optimal use of opportunities and resources depend on considering fundamental challenges. also, Society and governments because of providing funding for universities, increasingly regarding to how caring responsibilities, quality of educational programs, research results, Coordinating programs to community needs and so on insist on University accountability.

On the other hand, effective management universities and existing careful monitoring and accountability systems are one of the inevitable necessity and needs in an efficient and effective system. The necessities achieve needed agility to equip managers to quantum management skills to enable universities to rely on them, achieving better agility. These skills can be identified more agile in different dimensions and for being more agile moved towards them. One of the issues that managers face in the universities, needs to use new management models with very high efficiency, because in 21 century organizations that are highly complex, competitive and high-speed development, traditional management skills are not enough (Shelton & Darling, 2004). On the other hand, modern organizations work in the environment that rapid changes required them to accept the associable strategies. Scholars believe now the external environment is various possibilities and the diversity of needs and desires environment and universities need to structures, processes, tools and skills of modern management in this changing world (Harris, 2009). In fact, questioning how organizations can be succeed in the dynamic and unpredictable environment, something that is known as the most important challenges of today's world. The main issue is how universities can be compatible with the external and internal environment with better features and how do they fulfil their missions? management, organization managers priority in the past was maintaining the present status, but growing complications and changes in business environments and organizational matters, new concepts such as complexity theory of quantum perspective and organizational intelligence and organizational agility enter into the organization's management literature and organization so for achieving organizational agility requires new approaches to understand and improve managerial skills in particular, management skills of managerial Quantum and Quantum managerial procedure are a new approaches for directors in order to implement the planned changes. It is emphasized that in any state in quantum management to be followed different leadership or management position that its principles include:

1. Managers should be removed themselves towards his subordinates, trust and feel and functionality and their knowledge of the case turned inside out.
2. In addition to the parts, view the whole and see everything
3. Recognize that creativity and innovation can be seen in arrhythmias (Shelton & Darling, 2004). The quantum view describes the world as a dynamic system, self-organizing and unpredictable. In this perspective, learning and self-control organizations have to be learning makeup and self-control. In such organizations, characteristics, skills and duties of managers must be different from the traditional kind to develop their

organization's environment to succeed and excel in their leadership. Organizations try to create abilities of the character of inquiry, communicate, create respectful behaviour, motivating the audience, and baked dealing with issues, freedom of thought and self-control to keep it, that all may be possible to enjoy the quantum skills. Quantum skills face managers with a completely different and wisdom perspective to govern the people and conflict. Quantum management reverse the management's perspective to look at things from top to bottom and inside out , but how? This may Armed with seven quantum skills of Shelton & darling (Shelton & Darling, 2004), which include : quantum look: The ability to see goal oriented, quantum thinking: the ability in thinking as manner inconsistent , feeling Quantum: the ability to feel alive and life-giving, knowing Quantum : the ability to know as intuitive and innovative , quantum action: the ability to act in a responsible manner; quantum trust: the ability to trust the process and the life and bio quantum : the ability to communicate is ongoing. The first three skills (see, thinking, feeling quantum) nature of psychology and three secondary skills (quantum cognitive, practical, reliable) are intellectual skills and seventh skill is quantum that means to interact with others and their perceptions. That based on this skill , the life make itself through relationships , Shelton and Darling (Shelton & Darling, 2004).directors Using the spiritual and psychology skills use The capacity of both hemispheres of the brain and Develop the ability of Higher brain processing centre to be capable in informed selection of career . On the other hand, universities operate in the environment that rapid change, it is required to have adaptive strategies. In fact, the question is, how universities can be succeed in the dynamic and unpredictable environment, the question that one of the major challenges of universities is known. Although various strategies such as generating real knowledge, re-engineering, virtual organizations and networking have been introduced, but the most popular of them is the Agile navigation. In such an environment, agility has become an important feature, which affected the performance of the organization (Ravichandran, 2007). One of the strategies to respond to organizational changes in universities and obtaining success in this environment is "agility (Agility)". According to the new agility of debate, there is not an approved definition by everyone. But in multiple definitions, characteristics such as the ability for rapid response to sudden changes and unpredictable (Goldman, Nagel & Preiss, 1995) ability to survive and prosper in an environment of constant and unpredictable changes (Richard, (Richards, 1996 ), rig Bai, D, Forrester and Brent , (Rigby, Day, Forrester & Burnett, 2001), and Dove (Dove, 2001)) is mentioned. Thus, agility means ability to respond and quick and successfully response to changes in the environment. Sharifi and Zhang (Zhang & Sharifi, 2000) has been defined agility as the ability to overcome unexpected challenges to face unprecedented threats in the working environment and earning benefits and profits from changes ,for opportunities for growth and development . Above Researchers believe that necessary capabilities agility for the survival of business in a dynamic and changing world of competition and the ability is the organization to understand and predict present changes in the work environment. Until organizations through it, can be recognized environmental changes and view them as agents of growth and prosperity. Agility is successful application of the principles of competition, such as speed, flexibility, innovation and quality by combining, integrating resources and best practices of knowledge-based environment to provide customer-oriented products and services in an atmosphere of rapid change (Yusuf Sarhadi & Gunasekaran, 1999). In order to achieve the agility, it must be created abilities in organization to respond changes in the organization that these abilities named as agility. These capabilities include: accountability, competence, flexibility and speed (Zhang & Sharifi, 2000). Therefore, organizations like universities that are looking for

agility, must be had these capabilities and by developing and strengthening them caused to increase productivity in the University, In addition, organizations that wish to living, should be upgrade trained and motivated forces of good with a set of skills, experience and knowledge, so that it is considered an essential and inseparable part from the organization's strategy. Information and knowledge in the organization had been at the disposal of the labour force and it can be said that in such organizations, thinking of knowledge prevails as power (Jafarnejad & Shahay, 2010). Agility variable in the universities can be suitable arena for developing. Thus, the growth and development of organization in the field-such as speed, competence, responsiveness and flexibility, and most importantly, reducing organization costs has proposed need to have agility as a necessity for universities And organizational agility is necessary matter in the organization and need to skills and behaviours and functions as a organization guideline. Intelligence as a fascinated concept in the field of new researches has an important role so that Albrecht (Albrecht, 2002) states that, when you hire smart people in an organization, they tend to be collective stupidity or foolishness their group. Each of these clever people want to progress reach to prefecture-level, so often they are acting as solo. And in making the concept to reach organization reality and excellence have default. Organization intelligence is one of the best concepts for thinking, because it is based on concepts that can be used individually as collectively. This concept is a useful tool, which emphasizes on scientific survey forms. As paradigms of organizational learning and knowledge management in the past two decades were the world of science, now the paradigm of organizational intelligence is going and developing (Yolles, 2005). Organizational Intelligence is a scientific and testing process that emphasize on the success and failures of the organization (Glyn, 1996). Organizational Intelligence, combines all the skills that are needed and used by their organizations. These skills lead to changes. Today, organizational intelligence empowers managers to make organizational decisions. Matsuda (Matsuda, 1992) knows organizational intelligence as total organizational mental abilities that is a combination of two factors: human intelligence and machine intelligence .In fact, he viewed organizational activity as a group and participation activity that has two parts: human and machine problem solving.

Albrecht (Albrecht, 2003) knows seven dimensions of organizational intelligence as follows:

1) Strategic vision: Ability to create, deriving and expressing purpose of an organization.

2) Common fate: having a single and common purpose and a sense of team spirit.

3) Desire to change: the ability to deal with unexpected challenges and adapt to various changes.

4) The spirit: commitment and optimism and increased energy to succeed.

5) Alliance and agreement: Usefulness of tools and rules available on the organization's success and members to interact with each other in order to deal with the environment.

6) Application of knowledge: the capacity to share information, knowledge and insight with others and the free flow of knowledge throughout the organization.

7) Operation Pressure: Serious skillful in doing the right things for returns and shared success.

Matsuda (Matsuda, 1992), Crescent (Halal, 2005), Pemberton and the Stone House (Pemberton & Stonehouse, 2005), Crohn Kvyyst (Cronquist, 2004) Vshvanyngr models (Schwaninger, 2003) have not given special measures, but glayn (Glyn, 1996) and Leibowitz (Liebowitz, 2001) believe that gathering human intelligence can be enough organizational intelligence. In contrast, Matson and Matson (Matheson & Matheson, 1998) in their model states that organizational intelligence is a measure of organizational characteristics. Albrecht (Albrecht, 2010) based on his dimensions and proposals draw organizational intelligence profile. Hierarchical model of organizational intelligence (Malekzade, 2010) has been determined dimensions and proposals of organizational intelligence in Iran public

universities with the eight dimension. Studying different models of organizational intelligence suggests that these models have common points, however in some cases differ because each OF them has seen specific comment to this concept of comprehensive proposals. The proposed models do not seem comprehensive. Although various researchers have proposed different models for applying in all accredited organizations. But there are not enough evidences and researches to corroborate and on this subject in researches, only Albrecht model studies by different researchers in different organizations, including universities for determining the profile of organizational intelligence is being used. Because the most important thing is how to assess the models. It seems organizational intelligence combines all necessary skills for organizational staff, that including: Coping with change, action and reaction speed, flexibility and empowerment (Malekzade, 2010). (Shahin & Lalegani, 2011) on the considering concept and application of agility in the service sector in Isfahan University concluded that applying the principles of agility (speed, flexibility, accountability and competence) has significant effects on the diversity of services offered by the university and component of flexibility is known as the most important factor of universities making agile.

(Heidari&.syadt& Hoveyda&Shahin, 2013) examining the relationship between organizational excellence enablers and organizational agility capabilities in Isfahan city public universities showed that there are significant relation between enablers of organizational excellence and organizational agility capabilities and its dimension.

(Khazaei Amin, 2013) Examining the relationship between organizational intelligence and organizational agility between experts and managers in Sistan Cement Company concluded that there are a significant positive relationship between organizational intelligence and organizational agility.

(Shirin Nzhad, 2013) by Examining the relationship between organizational intelligence with organizational agility (Case Study of Sport and Youth offices in Western Azerbaijan province) concluded that there is a significant positive relationship between organizational intelligence and its components and organizational agility in this offices .

(Zabihi&Tabatabaee& Ghamari & Asadi, 2015) by considering the relationship determination between organizational intelligence and organizational agility in Mashhad Medical Sciences hospitals ,concluded that there is a significant relationship between organizational intelligence and organizational agility in hospitals and components of strategic vision , performance pressure and union and agreement had the most role in determining agility

(Aghababayi & Hoveyda & Rajayipour, 2013) In examining the relationship between strategies for positive oriented leadership and quantum organization components , They reached to this conclusion that the average positive oriented leadership strategies at Esfahan University is relatively favourite and there is positive and significant relationship between positive oriented leadership strategies and quantum organization components.

(Rizvi, 2013) Based on this research, by examining managers skills relation according to Shelton model and managers success by European quality management function (EFQM) in gas firm of Khorasan Razavi province found that there is a significant relationship between quantum management skills of managers and their success with EFQM function.

(Galagher, 2014) This research in the field of positive effects of quantum management on organizational variables showed that significantly quantum management has influenced mirth and happiness of staff, because quantum managers to be able to develop vibrant and joyful atmosphere in organization level. This study aimed to investigate the relationship of quantum management skills on organizational agility capabilities with Mediating Role of Organizational Intelligence in the directors of Esfahan city universities and hospitals needs to be done. According to history of literature,

conceptual framework of this study is aimed to investigate the relationship of quantum management skills on organizational agility capabilities with the mediating role of organizational intelligence in Isfahan selected university administrators needs to be done, showed in Figure 1.

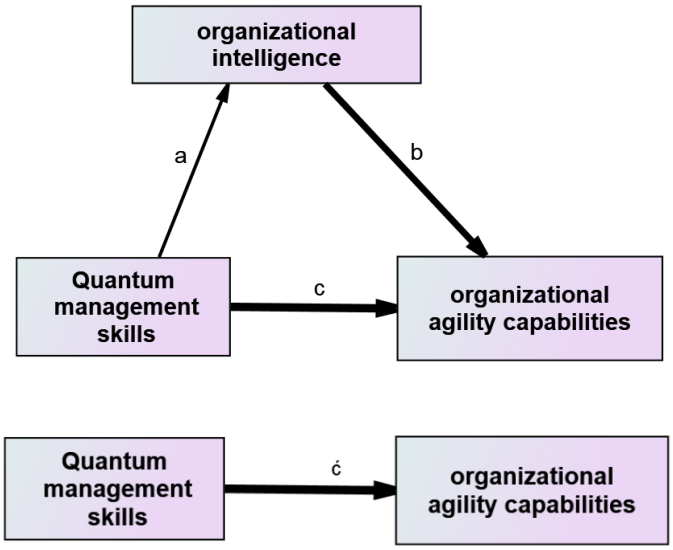


**Figure 1.** Conceptual Model Research

In this research, for considering variable of organizational intelligence in the theory Albrecht (Albrecht, 2003) and quantun managerial skills from Darling and Shelton theory (Shelton & Darling, 2003) and organizational agility capabilities from Sharifi and Zhang theory (Zhang & Sharifi, 2000) are used.

According to the background and research conceptual models, research hypotheses are inserted in Table (1).

**Table 1**: research hypotheses

| Number | Hypothesis | |
|---|---|---|
| 1 | There are relationship between quantum management skills and organizational intelligence. | A |
| 2 | There is significant relation between organizational intelligence and organizational agility capabilities. | B |
| 3 | There are relationship between quantum management skills of managers and organizational agility capabilities. | C |
| 4 | Organizational intelligence plays mediating role in connection with quantum management skills and organizational agility capabilities. | |
| 5 | The research data fitted with the conceptual model | |

## Material and methods

The study method is descriptive _correlational researches and modelling is based on structural equations model. Statistical society of this research is included managers of state universities of Isfahan in 2015 that are 286. The formula of Cochran is used (Cochran, 1977), sample size of 165 patients were chosen by stratified random sampling method and

175 questionnaires were distributed and 151 questionnaires were used in analysis. the quantum management skills is measured by self-constructed questionnaire based on the Darling and Shelton model (Shelton & Darling, 2003), which has 49 questions and seven emotional , trust, think, live (existence), cognition, action and seeing the quantum dimensions , and organizational intelligence is measured by adjusted questionnaire According to Albrecht theory (Albrecht, 2003), which has 49 questions and seven dimensions: strategic vision, shared fate, appetite for change, unity and consensus, morale, acknowledge usage ,performance pressure and finally for organizational agility capabilities is used researcher made questionnaire based on a Zhang and fharifi model (Zhang & Sharifi, 2000) that is four dimension : responsiveness, competence, flexibility and speed. To check validity of tools, according to dimensions and size of samples, plus validity of content from analysing confirmatory factor was used 23 SPSS, 23 Amos software. And after removing covariance errors, by investigating fitness indices, factor analysis was confirmed , which fit indices of quantum management skills variance , normative thrifty PNFI=(0.687), thrifty comparative fit index PCFI=(0.793),mean squares root of estimate error RMSEA=(0.065), relative chi-square CMIN / DF=(1.643) and variance fitted indexes organizational agility capabilities , Tucker-Lewis TLI=(0.924), normative thrifty PNFI=(0.732), comparative fitted index thrifty PCFI=(0.666) mean squares root of estimate error RMSEA=(0.056), relative chi-square CMIN / DF=(1.63) and variance fitted indices according to organizational intelligence, normative thrifty PNFI=(0.634) thrifty comparative fit index PCFI=(0.836) mean squares root of estimate error RMSEA=(0.075), relative chi-square CMIN / DF=(1.835) and altogether ? Are acceptable to determine the validity of the test was used Kaiser Test (Kaiser, 1961) or KMO that test coefficient of table (2), the adequacy of the sample size, and questions capabilities for factor category was confirmed. Cronbach's alpha coefficient was used to determine the reliability of the questionnaire. The value of this coefficient for questionnaire of quantum management skills, for organizational agility capabilities, and for organizational intelligence was obtained 0.92, 0.93, and 0.97 respectively

**Table 2**. Test coefficients KMO and Cronbach's alpha

| Variable | test coefficients KMO | Significant level | Cronbach alpha |
|---|---|---|---|
| quantum management skills | 0.880 | 0.001 | 0.92 |
| organization agility capabilities | 0.926 | 0.001 | 0.93 |
| organizational intelligence | 0.888 | 0.001 | 0.97 |

To analyse data in comprehensive level based on measuring data and assumptions of statistical tests was used Pearson correlation coefficient tests, multiple regression and for determining correlation among them, and determining relationships of evident variables and the rate of this correlation was used modelling structural equations.

## Results

Demographic characteristics of statistical sample include management experience, academic rank and position divided to sex (in Table 3) with the frequency showed

**Table 3.** demographic characteristics of the sample

| | Items demographic | gender | | sum | Percent |
|---|---|---|---|---|---|
| | | woman | Man | | |
| scientific rank | lecturer | 4 | 6 | 10 | 6.62 |
| | Assistant professor | 20 | 52 | 72 | 47.68 |
| | Associate professor | 11 | 38 | 49 | 32.45 |
| | Professor | 3 | 17 | 20 | 13.25 |
| post | Chairperson Department | 18 | 62 | 80 | 52.98 |
| | Other managers | 20 | 51 | 71 | 47.02 |
| Management experience | 5 years and Less | 36 | 96 | 132 | 87.42 |
| | 6 to 10 years | 2 | 13 | 15 | 9.93 |
| | 11 to 15 years | 0 | 4 | 4 | 2.65 |

Demographic Results of Table 3 showed, most frequently in academic rank, position and management experience were men. Also, the rank of assistant professor at (47.68%), head of department at (52.98%) and the history less than 5 years (87.42%) has been formed largest percentage of statistical sample.

The findings related to the research hypothesis are as follows.

Hypothesis 1: there is relationship between quantum management skills and organizational intelligence.

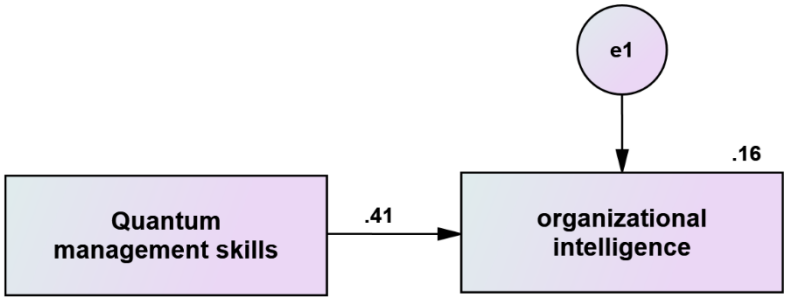


**Figure 2.** Regression model of quantum management skills and organizational intelligence

According to Figure 2, the direction coefficient of the quantum management skills to organizational intelligence was positive and significant (β=0.41, P<0.001) and determination coefficient was (R =0.16), meaning that the explanatory power of organizational intelligence by quantum management skills is sixteen percent. In other words, 16% of the variance in organization intelligence was due to quantum management skills.

Hypothesis 2: There is significant relation between organizational intelligence and organizational agility capabilities.

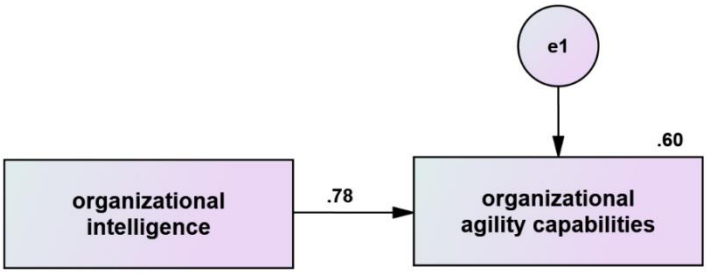


**Figure 3.** Regression model of organizational intelligence and organizational agility capabilities

The Results of Figure 3 showed that direction coefficient of organizational intelligence to organizational intelligence capabilities was positive and significant (β=0.78, P<0.001), and the coefficient of determination was (R=0.61), meaning that the ability to describe organizational agility capabilities by organizational intelligence is sixty percent. In other words, 60% of the variance in organizational agility capabilities is due to organizational intelligence.

Hypothesis 3: there is relationship between quantum management skills of managers and organizational agility capabilities

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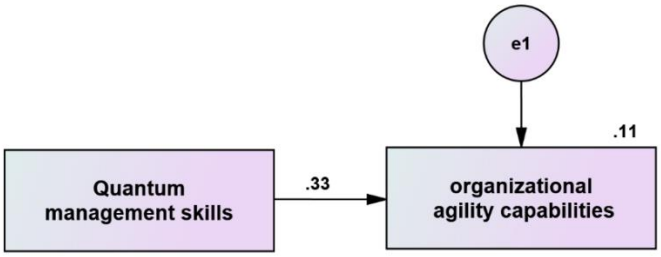


**Figure 4.** Regression model of quantum management skills and organizational agility capabilities

According to figure 4, the direction coefficient of the quantum management skills to organizational agility capabilities was significant and positive (β=0.33, P<0.001). And the coefficient of determination was (R=0.11), meaning that the ability describe the organizational agility capabilities by quantum management skills is eleven percent. In other words, 11% of the variance in organizational agility capabilities was due to quantum management skills.

Hypothesis 4: organizational intelligence plays mediating role in connection with quantum management skills and organizational agility capabilities.

The obtained results in Figures 2, 3 and 4 in the assumptions of the first three showed the correlation between the directions of (a), the relationship between quantum management skills and organizational intelligence (R=0.41)and route (b), the relationship between organizational intelligence with organizational agility capabilities (R=0.78) and route (c) the relationship between quantum management skills with organizational agility capabilities is (R=0.11)and statistically is significant, so there are three preconditions model for test of mediating role of organizational intelligence variance.

**Table 5.** non-standard coefficient result of regression model with full effect

| Variable | path | Variable | Estimate | S.E. | C.R. | P | Label |
|---|---|---|---|---|---|---|---|
| Quantum management skills | ---> | Organizational agility capabilities | .460 | .109 | 4.221 | .001 | c |

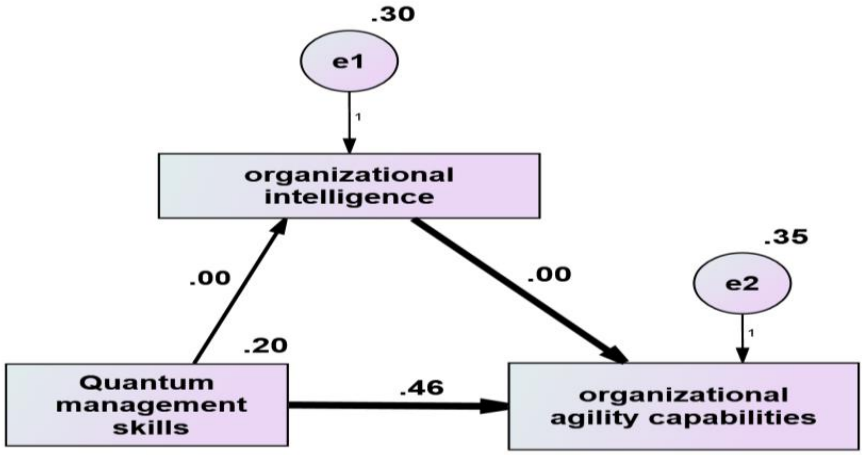


**Figure 5; the model or the full effect of relationship between quantum management skills and organizational agility capabilities**

According to data from the form (5) and table (5), standard and nonstandard regression coefficient between quantum management skills and organizational agility capabilities is 0.33, 0.46 respectively that at P<0.001 is meaningful. Because c is significant, so we can investigate mediating variance of organizational intelligence.

**Table (6): Non-standard coefficients results of regression in model routes to the effect of mediation.**

| Variable | path | Variable | Estimate | S.E. | C.R. | P | Label |
|---|---|---|---|---|---|---|---|
| Quantum management skills | ---> | Organizational intelligence | .497 | .091 | 5.435 | .001 | a |
| Organizational intelligence | ---> | Organizational agility capabilities | .891 | .065 | 13.765 | .001 | b |
| Quantum management skills | ---> | Organizational agility capabilities | .018 | .079 | .221 | .825 | c |

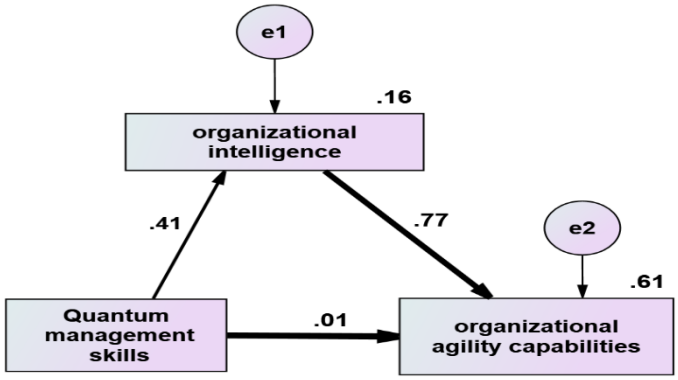


**Figure 6.** Results of the model paths coefficients with the effect of mediation.

In Figure (6) and tables (6) are specified, standard and nonstandard regression coefficient between quantum management skills and organizational agility capabilities are 01/0 and 018/0 respectively that in the P<0.001 level means not significant, and non-standard and standard regression coefficient between quantum management skills with organizational intelligence capabilities are

0.41, 0.497 respectively, and between organizational intelligence and organizational agility capabilities are 0.77 and 0.891 respectively and at P<0.001 level is significant.

Results showed that both the (a) and (b) way are statistically significant, so according to this chart to decide, the route of quantum management skills to organizational agility capabilities to fully mediate by organizational intelligence.

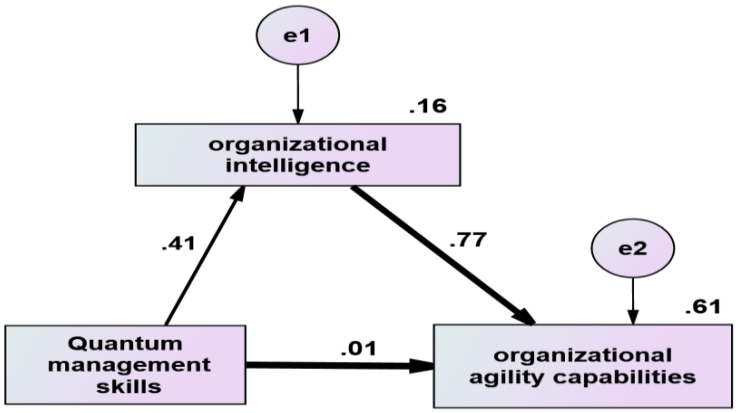


**Figure 7.** Intermediary of organizational intelligence between quantum management skills and organizational agility capabilities

The Results of Figure 7 showed that organizational intelligence fully mediates the relationship between quantum management skills and organizational agility capabilities.

| Variable | path | Variable | Estimate | S.E. | C.R. | P | Label |
|---|---|---|---|---|---|---|---|
| Quantum management skills | ---> | Organizational intelligence | .497 | .091 | 5.435 | .001 | a |
| Organizational intelligence | ---> | Organizational agility capabilities | .897 | .059 | 15.154 | .001 | b |

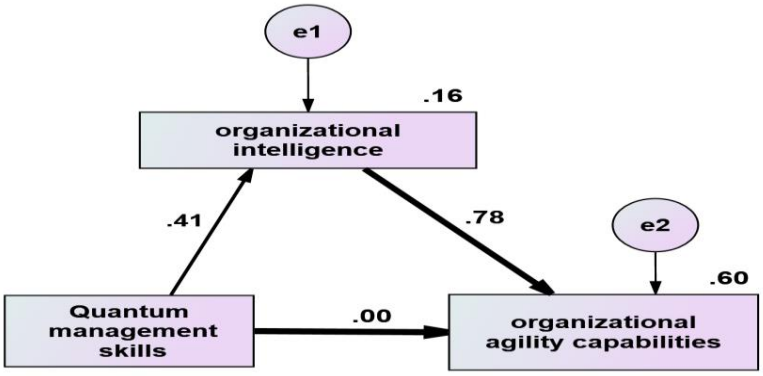


**Figure 8.** coefficients of indirect routes in the prediction model of organizational agility capabilities of the Quantum management skills route**:**

According to the results of the form (8) and table (7), standard and nonstandard regression coefficient between quantum management skills and organizational intelligence are 0.41 and 0.497 respectively and organizational intelligence and organizational agility capabilities are 0.78 and 0.897 respectively and in the level P<0.001 is significant. Quantum management skills through organizational intelligence has indirect positive effect on organizational agility capabilities. So, the hypothesis of organizational intelligence confirmed the

mediating role that plays in connection with quantum management skills and managers organizational agility capabilities.

Indirect routes of proposed model to determine significant indirect routes of quantum management skills with organizational agility capabilities through organizational intelligence aspects was used the bootstrap open sampling methods in macro Preacher and Hayes program (Preacher & Hayes, 2008).

**Table 8.** the results of bootstrap open sampling to check relationships of mediator between organizational intelligence and its dimensions.

| path | data | bootstrap | Bias | S.E. | intervals 95% | | results |
|---|---|---|---|---|---|---|---|
| | | | | | Lower limit | Top limit | |
| Quantum management skills--> Organizational intelligence --> Organizational agility capabilities | .4427 | .4438 | .001 | .0872 | .6348 | .2826 | fully mediate |
| Quantum management skills--> Strategic vision --> Organizational agility capabilities | .1626 | .1679 | .0054 | .0755 | .3112 | .170 | partly mediate |
| Quantum management skills--> shared fate --> Organizational agility capabilities | .2247 | .2248 | .0001 | .0582 | .3571 | .1253 | partly mediate |
| Quantum management skills--> Appetite for change --> Organizational agility capabilities | .2163 | .2194 | .0031 | .0734 | .3838 | .0917 | partly mediate |
| Quantum management skills--> Alliance agreement --> Organizational agility capabilities | .1899 | .1898 | -.0002 | .0679 | .3410 | .0708 | partly mediate |
| Quantum management skills--> Courage and Daring --> Organizational agility capabilities | .3399 | .3412 | .0013 | .0779 | .1579 | .2073 | fully mediate |
| Quantum management skills--> Knowledge Application --> Organizational agility capabilities | .1879 | .1871 | -.0008 | .0595 | .3255 | .0912 | partly mediate |
| Quantum management skills--> Performance pressure --> Organizational agility capabilities | .2306 | .2313 | .0007 | .693 | .3977 | .1207 | partly mediate |

Table 8 showed that open procedure results of bootstrap with number of re-sampling 5000 and confidence intervals 95% that zero is between lower bound and an upper bound to the patterns and zero in all directions is not between the lower and upper limit of the target. So, indirection route in all models is significant. Based on these findings , according to organizational intelligence variant and dimension (unions and alliance ) in the relationship between

quantum management skills and organizational agility capabilities have full mediating role and other aspects of organizational intelligence have partly or complementary mediating role.

According to the data of Table 8, indirect paths (quantum management skills _ organizational intelligence and organizational agility capabilities and its dimensions through the open sampling of And indirect effect, in addition to direct effect. bootstrap method is significant and given that the effects of all paths are positive and direction.

The results showed that organizational intelligence, and unity and agreement dimension in these pathways have complete mediating role and direct effect and other aspects of organizational intelligence have partly or complementary mediating role

**H5: The research data fitted with the conceptual model.**

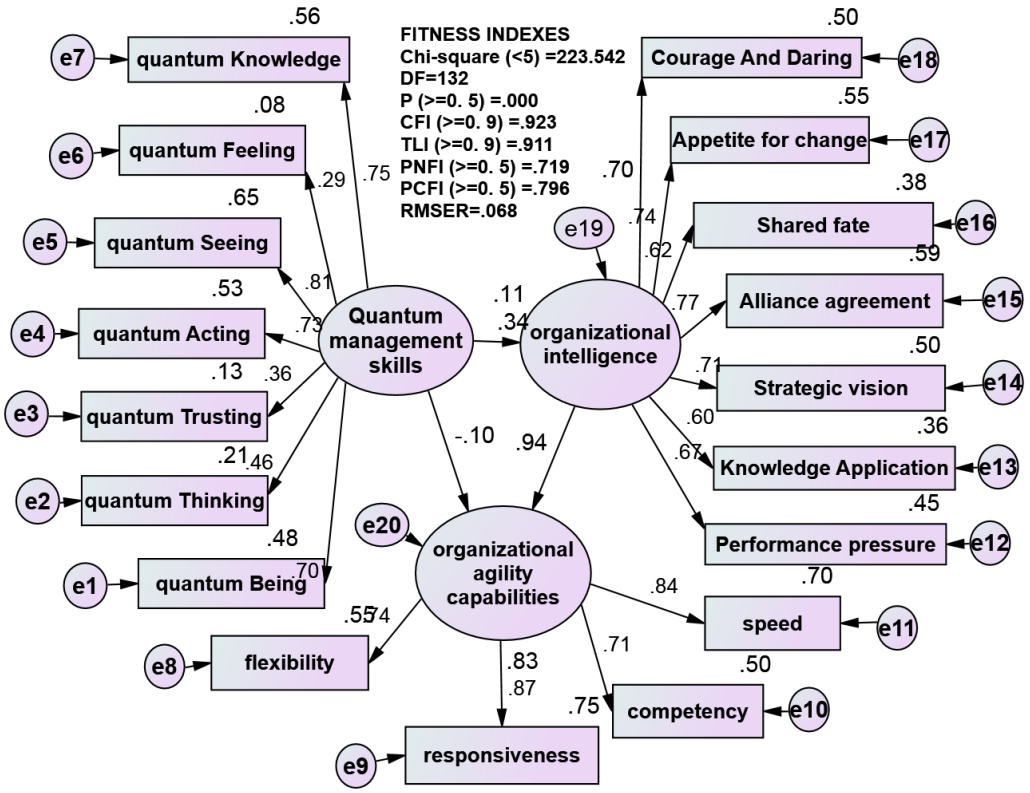


**Figure 9.** initial model processing

Based on the form (7), all the main parameters of model except the feeling of Quantum and Quantum trust are meaningful, and standard value of all parameters except for the 2 case above-mentioned are above 46% percent, which represents a good and strong relationship between the research variables and variable dimensions.

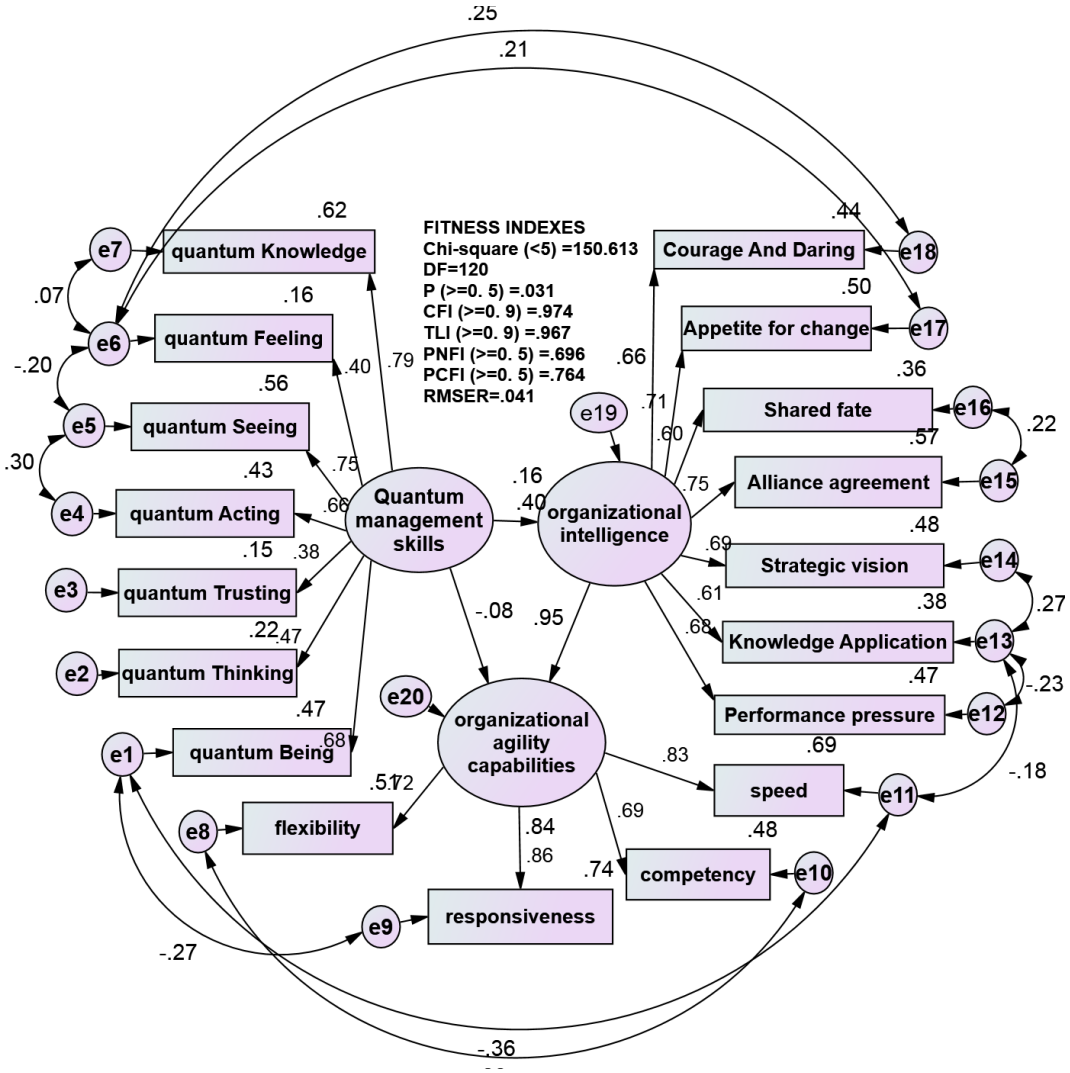


**Figure 10 shows the modified model processing**

**Table 8.** processing indices of Research

| indicators Indicators Type | acronyms | Acceptable range (Ghasemi, 2012) | The basic model | Modified model | result of fitness |
|---|---|---|---|---|---|
| comparative fit index | CFI | . 90 –1 | .923 | .974 | desirable |
| Tucker-Lewis index | TLI | . 90 –1 | .911 | .967 | desirable |
| fit index normative thrifty | PNFI | . 50 –1 | .719 | .696 | desirable |
| comparative fit index thrifty | PCFI | . 50 –1 | .796 | .764 | desirable |
| root mean square error of estimate | RMSEA | 0–. 08 | .068 | .041 | desirable |
| Chi-square relative | CMIN/DF | <.05 | 1.699 | 1.255 | desirable |

Model based on the table (8), all thrifty indices (PNFI, PCFI) and absolute and comparative index shows a favourable rate.
Also, The RMSEA showed the desired value. "When minimum values of three indicators of processing is not favourable , we can contend that the model processing is good and acceptable" (Pahlavan Sharif and Mahdavian; 2015p72) with respect to the numbers obtained for the main parameters (Table 8) the model is so good and acceptable.

**Discussion and conclusion**

The world of turbulent and today volatile environment need highly intelligent and agile, skilled managers, to show appropriately suitable response and necessary flexibility to every sudden change and event.

Achieving organizational agility capabilities in universities is the proper arena for growth and development. Therefore, the development of universities, required agility arise as a necessity and as an organization strategy need to skills and behaviours and functions.
Teaching and learning quantum management skills for university administrators carry out the planned changes, using organizational intelligence, and the aim of this study was investigation the relationship between quantum management skills and organizational agility capabilities through the mediating role of organizational intelligence. Overall findings showed that quantum management skills of managers of Isfahan selected universities with Mediating Role of Organizational Intelligence that has been affected on organizational agility , Quantum management skills , indirectly and through the mediating variable of organizational intelligence can also be affective organizational agility capabilities between in managers of Isfahan selected universities. And the model is a good processing.
Research Results showed that quantum management skills directly and indirectly influence on organizational agility capabilities and have significant relationship,
The results also showed that organizational intelligence and organizational agility capabilities together have significant and positive relation, this result may be because of usually people with higher intelligence and present in organization, doing the better efforts to identify and exploit opportunities, and this can affect organizational intelligence and also organizational intelligence will affect organizational agility capabilities.
The results showed there is a positive and significant relationship between organizational intelligence and organizational agility capabilities, we can show to explain these findings, managers for achieving success and realizing the aims و welcome for fair criticism. With a vision for missions and key policies promotes growth, administrators, and staff. With the ready acceptance of change, rather than creating internal conflict , would be caused cooperation and coordination and respond to change and accept possible errors. By finding solutions and working better practices use information systems and tools, effective in doing things. And regular and formal and catalyst process draw for considering pioneer problems and opportunities and create movement areas to organizational agility capabilities. Improving the quality, meets the needs of stakeholders. The findings of the research are aligned with researches and findings pertaining to the relationship between organizational intelligence and organizational agility capabilities with the results of research (Shahin & Lalegani, 2011), (Heidari & .syadt & Hoveyda & Shahin, 2013), (Khazaei Amin, 2013), (Shirin Nzhad, 2013) , (Zabihi & Tabatabaee & Ghamari & Asadi, 2015) and all these researches have confirmed positive and significant relationship between organizational intelligence and organizational agility . In this study also confirmed a significant and positive relationship, on the other hand, the results showed that there was a positive and significant relationship between organizational intelligence and quantum management skills. To explain these findings, we can show that managers

make.

Change and challenge ideas and seek paradoxical and challenging solutions in addition to accountability and unwarranted interference in the affairs of others, establish good human relations with colleagues to use organizational intelligence. The results of research with (Aghababayi & Hoveyda & Rajayipour, 2013), (Rizvi, 2013) researches, (Galagher, 2014) that have reported quantum skills relation with other management variables as significant and positive, is aligned. It also showed that there is a positive and significant relation between quantum management skills and organizational agility capabilities. To explain these findings can be said:

Managers with New Approach, clearing aims and sharing professional knowledge are committed to the interests of all organizational individuals and groups of society in decision-making and see themselves Effective part in decision-makings and use their employees' work experience, following their collection and analytical reports and expert opinions of the employees and any issue to address split into smaller parts and conscious, care, be provided to facilitate organizational agility capabilities. Managers also see new horizons working, while using partnership and employees comments to set goals, the more motivated to participate. By addressing targeted to facilitate the increase in the quality of their work. Provide to facilitate organizational agility capabilities. The results of research final model showed that all the main parameters of the model except for sense of quantum and quantum trust are meaningful which represent a good and strong relationship between research dimensions and variables. Thrifty indices (PNFI, PCFI) and absolute indicator shows an appropriate level. Also RMSEA shows the desired value and is very good and acceptable model. Research final model showed that organizational intelligence fully mediates the relationship between quantum management skills and organizational agility capabilities. In general, according to quantum management skills relationship with organizational agility capabilities, managers are recommended that one of the today necessities of world is aligned to change. Change starts with education and ends to training, so top executives provide management skills training in the field of quantum among other managers and staff and their educational and research experts. And using organizational intelligence-led management cause self-management skills to grow the quantum to raise organizational agility capabilities, to meet the new competitive conditions and alignment with changes step in the dynamics of their academic.

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