THE RELATIONSHIP BETWEEN LEVEL OF EMPLOYEES MATURITY, KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL INTELLIGENCE IN TELECOMMUNICATIONS DEPARTMENT OF KERMAN

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Abstract

The aim of this research is to study the relationship between employees level of maturity, knowledge management and organizational intelligence in telecommunications department of KERMAN. Method of this reseach is descriptive-correlational. Research population consists of 1200 employees of telecommunications department of KERMAN and 291 of them have been selected by random as statistical sample of the research. Three standardized questionnairs have been used for data gathering which are as follow: Hashemi questionnar of organizational maturity [1] that consists of 26 questions, Albrecht questionnair of organizational intelligence that consists of 40 questions, and Hasani & Mosavi questionnair of knowledge management(2012) that consists of 26 questions. For data analysis spss20, descriptive and inferrential statistics such as; variance, average, correlation coefficients of Pearson and Spearman have been used. Results show that there is a significant relationship between level of employees maturity and its main components such as; having no dependency, activeness, having multiple behaviors, equality and superiority, having wide-range view, employees interests, self-awareness, and knowledge management. Results also show that there is relationship between level of employees maturity and its main components such as; having no dependency, activeness, having multiple behaviors, equality and superiority, having wide-range view, employees interests, self-awareness, and knowledge management. It also show that there is relationship between organizational intelligence with knowledge management and its main components such as; socialization, externalization, combination and internalization.

Keywords: knowledge management, employees maturity, organizational intelligence, department of telecommunications.

1 Introduction

By passing through industrial revolution and entering to the new millennium, we understand that capital and human resources are not the only factors of organizations development. Nowadays, the main factor of firms and organizations development is knowledge. Globalization of business,
reengineering, downsizing organizations, outsourcing activities and services, and development of technology, all indicate the importance of using knowledge more efficiently as a valuable and strategic resource. Advent of knowledge-based economy, makes the global economy more integrated and by use of information technology it becomes the uni-economy of the world. Therefore, todays organizations should continuously modify and adapt themselves with new economical changes. It is obvious that the key factor for development of new economy is “knowledge” which brings strategic and competitive advantages for organizations as its results [2]. New form of knowledge management is a science branch in which organizations learn how to modify and adapt themselves with the new knowledge-based economy. Knowledge management includes those processes that help organizations in applying knowledge in order to reach their goals and also help employees to be more creative and use their abilities to create value-added for their organizations. This process includes; knowledge acquisition, knowledge creation, knowledge retrieval, sharing knowledge and using it. Nowadays many companies and organizations in the world investing on knowledge management, some of which are successful now and the rest are not, because they don not provide the necessities and infrastructures for applying knowledge management.

Cognitive intelligence is one of the main subjects that psychologists pay special attention to it and having special efforts in this branch but only in recent years the new aspects of this intelligence such as; artificial intelligence, emotional intelligence, and organizational intelligence have been studied. Organizational intelligence is an appealing subject for researchers because it is newer than other kinds of intelligence. Organizational intelligence (group intelligence) is the ability to solve group problems and is more powerful than total ability of individual members. By organizational intelligence we can solve any cognitive and cultural problems of organizations. This kind of intelligence means that a group can act more intellectual than its members as individuals. The synergy which comes from simple interactions of people that obey simple rules, would bring more intellectual and complicated behaviors as the result. A group can provide better and more solutions than individuals and this is what we call “group intelligence” [3].

Carl Albercht states: suppose that your organization have 100 employees and the average of each employees IQ is 100, so the total IQ of this organization is 100. Now you would ask “how much of this IQ would be used”? we pay money for this IQ, whether use it or not. If we want to estimate the IQ of organization based on the total IQ of its employees, few number of organization would include in it. But if we estimate the synergy, the IQ of organization would becomes more than the total IQ of its employees [4]. Therefore, organization should have more mature employees in order to have high level of organizational intelligence. Also it should have enough time and ability for knowledge management.

2 Thesis statement

Today, intelligent employees and knowledge are the main capitals of organizations, because by creating new organizational processes and developing new services they can creat a competitive and stable place for organization. Therefore, organizational intelligence play an important role in organizations performance and its success. Creating, sharing and using knowledge efficiently in an organization needs organizational maturity which needs a proper situation in which it can grow. Organizational maturity means an evolution process in which people, structure, culture and product are implemented and stablished well, and have the ability to create internal and external organizational compatibility. Organizational maturity creates an opportunity for organizations to change organizational paradigms and therefore create competitive circulation of their products, because employees maturity is the only factor for reaching this goal [5].

Nowadays, organizations need capitals such as; knowledge, learning, effective communications, change processes, more than decades ago. In the other word, because of the competitive business world of today, organizations need to act more efficiently, increase their learning, develop their communications, otherwise they would fall into entropy. In fact, organizational intelligence is the
ability that stimulate the total thought power of organization in order to reach its goals which enable it to answer its needs [6]. In scientific studies and management, organizational intelligence is much more important than any other ability for leaders, managers and employees [7].

Rezvani [8], believes that employees maturity would make organization performance more better, creat need for change, common language, common points of view, promoting high organizational culture, and therefore, brings organization modification and development. Kocabas [9], in his study on educational organizations state that organizational maturity models have a great effect on controlling time, lessening the costs, and improving organization performance. Nan, believe that, maturity model is necessary for successful application of organizational intelligence. Knowledge is the other effective factor which plays an important role on organizational intelligence and its improvement [10].

Based on a general classification, knowledge divided in to two main groups; organizational knowledge and individual knowledge. Individual knowledge means whatever that people have in their minds. Organizational knowledge means whatever that is the result of interactins between technology, skills, and people[11]. Organizational knowledge includes; implicit knowledge and explicit knowledge. Explicit organizational knowledge is a kind of organized knowledge with fixed and stable content and by using information technology it can coding, codificating and publicating data. Implicit organizational knowledge is a kind of personal knowledge which is related to the contexts and places in people minds, behaviors and considerations. This knowledge is the underneath surface of organizational knowledge iceberg. Beliefs, ideas, insights, intuitions are the examples of implicit organizational knowledge [12].

Therefore, it is clear that employees maturity and knowledge management can reinforce the level of organizational intelligence. In this research we want to study the relationship between these three variables in telecommunication department of KERMAN and we want to know if there is any relationship between employees maturity and knowledge management, with organizational intelligence or not?

3 Theoretical framework

Predictive variables of this study are level of employees maturity and knowledge management, and criterion variable is organizational intelligence.

Argiris believes that, personality of a mature human would not coordinate with his/her job opportunities and organizations may disregard the maturity aspects of employees personality. They may select the direct strategy of management which is suitable for immature children [13].

Argiris [1], believe that employees maturity has 7 components which are:

1. **Activeness:** having no restriction for employees and using their whole capabilities in organizational activities.
2. **Having no dependency:** employees should be independent and be able to change their job process without being dependent on their supervisors.
3. **Having multiple behaviors:** creating different job opportunities for different employees in order to be able to play their role in different ways.
4. **Employees interests:** having group cooperation and being interested in organization activities.
5. **Having wide-range view:** employees should be aware of long-term goals of organization and having cooperation in long-term strategies.
6. **Equality or superiority:** having non-childish behavior with employees in order to create confidence and assurance in them which bring maturity and responsibility as the result.
7. **Self-awareness:** creating a suitable environment for employees in order to use all their potential abilities.

Different models with different processes have been suggested for knowledge management. This models have been classified in to two main groups: the first group are points of view that are the
base of other models and patterns, the other group is based on process levels of the presented models. Nootaka and Takeuchi [14] have been classified knowledge convert models (which is the employees responsibility and lead to creation of organizational knowledge) in to four categories that are; 1. Socialization, 2. Externalization, 3. Combination, 4. Internalization.

Albrecht organizational intelligence model have seven components and each organization that want to use all its potentials and develop extensively should deal with these seven components continuously. These components include; strategic view, common future, having tendency to change process, morale, unity and compatibility (systems, rules and structures), knowledge application, and performance pressure [4].

Researchs show that maturity model and knowledge management are the main factors for successful application of organizational intelligence. Results of Chiva & Wang [15] study about organizational intelligence and maturity model show that there is a relationship between these two variables. Hindrics [16] also show that there is a significant relationship between maturity and organizational intelligence. Most of the researchs results such as Sirchaee& Tamacorandenta, Havking et.al [17]. Chiva & Vang [15] show that there is a relationship between employees maturity and organizational intelligence. Also the results of Rajaee Pour& Rahimi [18], and Moo & Smith studies verify the positive relationship between knowledge management and organizational intelligence.
4 Analytical model of research

4 Research hypotheses
Main hypothesis 1
There is a significant relationship between employees' maturity and knowledge management.
Subordinate hypotheses
- There is a significant relationship between knowledge management and having no independency.
- There is a significant relationship between knowledge management and activeness.
- There is a significant relationship between knowledge management and multiple behaviors.
- There is a significant relationship between knowledge management and equality or superiority situation.
- There is a significant relationship between knowledge management and wide-range view.
- There is a significant relationship between knowledge management and employees' interests.
- There is a significant relationship between knowledge management and self-awareness.

Main hypotheses 2
There is a significant relationship between employees' maturity and organizational intelligence.

Subordinate hypotheses
- There is a significant relationship between organizational intelligence and having no independency.
- There is a significant relationship between organizational intelligence and activeness.
- There is a significant relationship between organizational intelligence and multiple behaviors.
- There is a significant relationship between organizational intelligence and equality or superiority situation.
- There is a significant relationship between organizational intelligence and wide-range view.
- There is a significant relationship between organizational intelligence and employees' interests.
- There is a significant relationship between organizational intelligence and self-awareness.

Main hypotheses 3
There is a significant relationship between knowledge management and organizational intelligence.

Subordinate hypotheses
- There is a significant relationship between organizational intelligence and socialization.
- There is a significant relationship between organizational intelligence and externalization.
- There is a significant relationship between organizational intelligence and combination.
- There is a significant relationship between organizational intelligence and internalization.

5 Methodology
Research method depends mainly on its goal and subject. The method of this research is applied based on its goal and correlative descriptive based on its subject. Data gathering have been done based on field studies and library studies.

6 Statistical society
Statistical sample of this research includes 1200 employees of tele-communication department in 2013.

7 Sample volume and sampling method
291 of 1200 employees of tele-communication department have been selected randomly by use of Coocaran model and the variance is 5%.

8 Data gathering
Three questionnaire of organizational maturity, knowledge management, and organizational intelligence have been used for data gathering.

*Questionnaire of organizational maturity:*
Hashemi questionnaire of organizational maturity [1], involves 26 questions based on LIKERT scale (very much, much, average, little, very little) and each question evaluates one component of organizational maturity.

*Albrecht questionnaire of organizational intelligence:*
This questionnaire involves 40 questions based on LIKERT scale (very much, much, average, little, very little) and each question evaluates one component of organizational intelligence.

*Questionnaire of knowledge management:
Hasani & Mosavi (2012) questionnaire of knowledge management which is according to Nonaka & Takochi model, involves 26 question based on LIKERT scale (completely agree(5), agree(4), partially agree(3), disagree(2), completely disagree(1)). This questionnaire evaluates the four components of knowledge management; socialization, externalization, combination, internalization.

9 Validity and reliability
It should be mentioned that validity of this research is nominal and content-based. To determine the validity of research, five professors of management department have been selected and questionnaires of organizational intelligence, knowledge management and organizational maturity have been given to them, in order to evaluate the validity of research questions based on the scale of; completely appropriate, partially appropriate, inappropriate, completely inappropriate. Results of their evaluation show that the validity of research questionnaires are 0.857 for organizational maturity, 0.79 knowledge management and 0.82 for organizational intelligence. Kronbakh Alfa have been used for evaluation of research reliability and results are as follow; 0.96 for questionnaire of organizational intelligence, 0.86 for questionnaire of organizational maturity and 0.78 for knowledge management.

10 The method of data analysis
Frequency tables have been used for data description. Column and descriptive charts have been used to evaluate the quantitative variables of research. And to evaluate research hypotheses, Pearson and Spearman methods have been used with scatter plots for determining the relationship between two variables, determination coefficient and regression.

11 Results of data analysis (evaluating research hypotheses)
11.1 Evaluating main hypotheses 1:
There is a significant relationship between employees maturity and knowledge management.

*Independency test
H0: There is no significant relationship between employees maturity and knowledge management (These two variables are independent).
H1: There is a significant relationship between employees maturity and knowledge management (These two variables are not independent).
Khee du method of testing has been used to evaluate the relationship between these two variables. Result of this method is 98.91 and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between employees maturity and knowledge management (These two variables are not independent).

There is a significant relationship between knowledge management and having no dependency.
H0: There is no significant relationship between knowledge management and having no dependency.
H1: There is a significant relationship between knowledge management and having no dependency. Results of Pearson and Spearman correlation coefficient of these two variables are 0.389 and 0.434 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between knowledge management and having no dependency. Distribution of points and fitted line of chart 4-3-3 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.189, in the other
word these two variable have 18.9 percent of their changes in common. (18.9 percent of changes in employees knowledge management can be justified by their independency).

There is a significant relationship between knowledge management and activeness.
H0: There is no significant relationship between knowledge management and activeness.
H1: There is a significant relationship between knowledge management and activeness.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.391 and 0.398 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between knowledge management and activeness. Distribution of points and fitted line of chart 4-3-4 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.159, in the other word these two variable have 15.9 percent of their changes in common. (15.9 percent of changes in employees knowledge management can be justified by their activeness).

There is a significant relationship between knowledge management and multiple behaviors.
H0: There is no significant relationship between knowledge management and multiple behaviors.
H1: There is a significant relationship between knowledge management and multiple behaviors.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.232 and 0.245 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between knowledge management and multiple behaviors. Distribution of points and fitted line of chart 4-3-5 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.06, in the other word these two variable have 0.06 percent of their changes in common. (0.06 percent of changes in employees knowledge management can be justified by their multiple behaviors).

There is a significant relationship between knowledge management and equality or superiority.
H0: There is no significant relationship between knowledge management and equality or superiority.
H1: There is a significant relationship between knowledge management and equality or superiority.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.147 and 0.205 respectively and p-value is 0.000 and 0.012 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between knowledge management and equality or superiority. Distribution of points and fitted line of chart 4-3-6 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.042, in the other word these two variable have 4.2 percent of their changes in common. (4.2 percent of changes in employees knowledge management can be justified by equality or superiority).

There is a significant relationship between knowledge management and employees wide-range view.
H0: There is no significant relationship between knowledge management and employees wide-range view.
H1: There is a significant relationship between knowledge management and employees wide-range view.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.238 and 0.270 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between knowledge management and employees wide-range view. Distribution of points and fitted line of chart 4-3-7 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.073, in the other
word these two variable have 7.3 percent of their changes in common. (7.3 percent of changes in employees knowledge management can be justified by their wide-range view).

There is a significant relationship between knowledge management and employees interests.

H0: There is no significant relationship between knowledge management and employees interests.

H1: There is a significant relationship between knowledge management and employees interests.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.084 and 0.124 respectively and p-value is 0.035 and 0.046 respectively that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between knowledge management and employees interests. Distribution of points and fitted line of chart 4-3-8 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.015, in the other word these two variable have 1.5 percent of their changes in common. (1.5 percent of changes in employees knowledge management can be justified by interests).

There is a significant relationship between knowledge management and employess self-awareness.

H0: There is no significant relationship between knowledge management and employees self-awareness.

H1: There is a significant relationship between knowledge management and employees self-awareness.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.096 and 0.139 respectively and p-value is 0.018 and 0.101 respectively that is more than the significant level of 0.05, so H0 is accepted and there is no significant relationship between knowledge management and employees self-awareness. Distribution of points and fitted line of chart 4-3-9 verify this issue.

11.2 Evaluating main hypotheses 2:

There is a significant relationship between organizational intelligence and employees maturity.

H0: There is no significant relationship between organizational intelligence and employees maturity, (These two variables are independent).

H1: There is a significant relationship between organizational intelligence and employees maturity, (These two variables are not independent).

One way of evaluating the relationship between organizational intelligence and employees maturity is adaptive tables and khee du Pearson method. In order to use adaptive tables, level of each employees maturity and organizational intelligence have been determined.

Results of khee du Pearson method is 76.24 and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and level of employees maturity, (These two variables are not independent).

There is a significant relationship between organizational intelligence and having no dependency.

H0: There is no significant relationship between organizational intelligence and having no dependency.

H1: There is a significant relationship between organizational intelligence and having no dependency.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.256 and 0.319 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and having no dependency. Distribution of points and fitted line of chart 4-4-3 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.102, in the other
There is a significant relationship between organizational intelligence and employees activeness.

**H0:** There is no significant relationship between organizational intelligence and employees activeness.

**H1:** There is a significant relationship between organizational intelligence and employees activeness.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.338 and 0.311 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and employees activeness. Distribution of points and fitted line of chart 4-4-4 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.097, in the other word these two variable have 9.7 percent of their changes in common. (9.7 percent of changes in employees organizational intelligence can be justified by their activeness).

There is a significant relationship between organizational intelligence and multiple behaviors.

**H0:** There is no significant relationship between organizational intelligence and multiple behaviors.

**H1:** There is a significant relationship between organizational intelligence and multiple behaviors.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.179 and 0.196 respectively and p-value is 0.001 and 0.002 respectively that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and multiple behaviors. Distribution of points and fitted line of chart 4-4-5 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.038, in the other word these two variable have 3.8 percent of their changes in common. (3.8 percent of changes in employees organizational intelligence can be justified by their multiple behaviors).

There is a significant relationship between organizational intelligence and job equality or superiority.

**H0:** There is no significant relationship between organizational intelligence and job equality or superiority.

**H1:** There is a significant relationship between organizational intelligence and job equality or superiority.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.212 and 0.289 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and equality or superiority. Distribution of points and fitted line of chart 4-4-6 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.083, in the other word these two variable have 8.3 percent of their changes in common. (8.3 percent of changes in employees organizational intelligence can be justified by job equality or superiority).

There is a significant relationship between organizational intelligence and employees wide-range view.

**H0:** There is no significant relationship between organizational intelligence and employees wide-range view.
H1: There is a significant relationship between organizational intelligence and employees wide-range view.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.302 and 0.313 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and employees wide-range view. Distribution of points and fitted line of chart 4-4-7 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.098, in the other word these two variable have 9.8 percent of their changes in common. (9.8 percent of changes in employees organizational intelligence can be justified by their wide-range view).

There is a significant relationship between organizational intelligence and employees interests.
H0: There is no significant relationship between organizational intelligence and employees interests.
H1: There is a significant relationship between organizational intelligence and employees interests.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.032 and 0.032 respectively and p-value are 0.587 and 0.589 respectively that is more than the significant level of 0.05, so H0 is accepted and there is no significant relationship between organizational intelligence and employees interests.

There is a significant relationship between organizational intelligence and employees self-awareness.
H0: There is no significant relationship between organizational intelligence and employees self-awareness.
H1: There is a significant relationship between organizational intelligence and employees self-awareness.
Results of Pearson and Spearman correlation coefficient of these two variables are 0.219 and 0.261 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and employees self-awareness. Distribution of points and fitted line of chart 4-4-9 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two vriables. Determination coefficient of these two variables is 0.068, in the other word these two variable have 6.8 percent of their changes in common. (6.8 percent of changes in employees organizational intelligence can be justified by their self-awareness).

11.3 Evaluating main hypotheses 3:
There is a significant relationship between organizational intelligence and knowledge management.
*Independency test
H0: There is no significant relationship between organizational intelligence and knowledge management. (These two variables are independent).
H1: There is a significant relationship between organizational intelligence and knowledge management. (These two variables are not independent).
One way of evaluating the relationship between organizational intelligence and knowledge management is adaptive tables du Pearson method. In order to use adaptive tables, level of each employees knowledge management and organizational intelligence have been determined.
Results of khee du Pearson method is 59.48 and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between organizational intelligence and knowledge management, (These two variables are not independent).
There is a significant relationship between socialization and organizational intelligence.

**H0:** There is no significant relationship between socialization and organizational intelligence.

**H1:** There is a significant relationship between socialization and organizational intelligence.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.398 and 0.374 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between socialization and organizational intelligence. Distribution of points and fitted line of chart 4-5-3 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.156, in the other word these two variable have 15.6 percent of their changes in common. (15.6 percent of changes in employees organizational intelligence can be justified by their socialization).

There is a significant relationship between externalization and organizational intelligence.

**H0:** There is no significant relationship between externalization and organizational intelligence.

**H1:** There is a significant relationship between externalization and organizational intelligence.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.395 and 0.316 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between externalization and organizational intelligence. Distribution of points and fitted line of chart 4-5-4 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.155, in the other word these two variable have 15.5 percent of their changes in common. (15.5 percent of changes in employees organizational intelligence can be justified by their externalization).

There is a significant relationship between combination and organizational intelligence.

**H0:** There is no significant relationship between combination and organizational intelligence.

**H1:** There is a significant relationship between combination and organizational intelligence.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.490 and 0.448 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between combination and organizational intelligence. Distribution of points and fitted line of chart 4-5-5 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.24, in the other word these two variable have 24 percent of their changes in common. (24 percent of changes in employees organizational intelligence can be justified by their combination).

There is a significant relationship between internalization and organizational intelligence.

**H0:** There is no significant relationship between internalization and organizational intelligence.

**H1:** There is a significant relationship between internalization and organizational intelligence.

Results of Pearson and Spearman correlation coefficient of these two variables are 0.472 and 0.448 respectively and p-value is 0.000 that is less than the significant level of 0.05, so H1 is accepted and there is a significant relationship between internalization and organizational intelligence. Distribution of points and fitted line of chart 4-5-6 verify this relationship. Also the positive correlation coefficient and positive slope of the fitted line show that there is a direct relationship between these two variables. Determination coefficient of these two variables is 0.223, in the other word these two variable have 22.3 percent of their changes in common. (22.3 percent of changes in employees organizational intelligence can be justified by their internalization).
12 Discussion

As organizations maturity is growing more and more, we need more complicated, different and professional knowledge in order to evaluate the knowledge management in an organization. Therefore, as organizations grow and their processes become more complicated, we need more knowledge-based processes in order to deal with these complications[19].

The results of main hypothesis 1 and its six subordinate hypotheses show that, there is a significant relationship between employees maturity and knowledge management in telecommunication department of KERMAN. It means that high level of employees maturity brings more efficient knowledge management for organizations. Results of Vadadi [20], Haji karimi [21], and Hamidi verify this relationship, too. Therefore, organizations should try hard to increase the level of employees maturity in order to increase knowledge management of human resources, so that they would reach their goals and become more successful. In knowledge management, organization means level of abilities and capabilities of organization that have different effects on knowledge management. Estimation of the level of organizational maturity is based on organizations activities in knowledge management, and this level show the place of that organization in knowledge management. There are some suggestions in shape of maturity models that mainly focus on activities which are related to knowledge management and exist in different industries. A maturity model includes different levels of maturity that each organization should reach these levels step by step in long-term in order to become successful.

Results of main hypotheses 2 show that, there is a significant relationship between employees maturity and organizational intelligence in tele-communication department of KERMAN. It means that high level of employees maturity brings more organizational intelligence as the results. Results of Rezvani [8] show that, employees maturity would improve the current abilities and performances of organizations, create need for change, common language, common view, improving supreme organizational culture and finally improve organization as a whole. Results show that maturity is necessary for successful application of organizational intelligence. Therefore these studies verify the relationship between employees maturity and organizational intelligence, too. Results of Hovking et.al [17], Chiva& Vang [15] verify the relationship between these two variables. Therefore, organizations should try hard to improve level of employees maturity in order to become successful in todays competitive market.

Results of subordinate hypotheses 8-12 and 14, show that there is a significant relationship between components of employees maturity and organizational intelligence in telecommunication department of KERMAN. Organization evolution depends mainly on different orientations of organization in different dimensions. Organizations should provide the necessities for their continuous development and having a deep and organized plan. Organizational evolution needs organizational maturity at first; it means that, evolution model depends mainly on organizational maturity and development. Organizational maturity means evolution of people, processes and structures in a way that necessities of organization development being provided. Personal maturity brings maturity of processes and structures in different parts of organization, therefore, organization becomes mature and developed, too [22]. Those organizations who want to become more mature and successful, use maturity models. Organizational maturity provides some reference points for organizations in order to be able to evaluate the best and special strategies and structures of organizations, through self-evaluation or even external organizational evaluators [23]. Results of Simic study [24] about “The components of organizational intelligence in different organizations”, verify the relationship between employees maturity and organizational intelligence. Based on Simics study, organizational learning is one component of organizational intelligence that plays an important role in organizations success and its maintenance in competitive market place. In fact, organizational learning is the main strategic resource of an organization. Therefore, it is true that high level of employees maturity brings more organizational intelligence.
Results of main hypotheses 3 and subordinate hypotheses 15-18, show that there is a significant relationship between knowledge management and organizational intelligence. It means that high level of knowledge management increases level of organizational intelligence. Results of Sattari Ghahgharkhi [25], show that there is a positive and significant relationship between components of organizational intelligence of the learner organization, and among organizational intelligence components, correlation coefficient of common destiny with knowledge management subsystem is the highest and strategic view is the lowest one. Only three of seven components of organizational intelligence have the ability to predict an organization knowledge management, significantly. Also results of Azizi [26], show that there is a positive relationship between organizational intelligence and knowledge management, and indicates two indivisible features, by applying which organization reach its goals successfully, also states that managers have an important role in development of knowledge management and organizational intelligence. Azizi believes that main factors for development of organizational intelligence are; having explicit understanding of job and its responsibilities, healthy working relationships, solve problems in golden times, reactions, and sense of being effective in organization. Also results of Haji Karimi [21], Anvari [27], Moo & Smith [28], verify the positive relationship between knowledge management and organizational intelligence. Therefore, it is clear that by having an efficient knowledge management, employees would play more intellectually and be more successful.

13 Applied suggestions
Employees maturity, knowledge management and organizational intelligence are unfamiliar to most employees, therefore, it is better for managers to hold some workshops in order to introduce these expressions to employees.
It is better to evaluate level of employees maturity and organizational intelligence more broadly and in other cities and counties, in order to have more accurate and secure results.
It is better to hold training courses for different organizations of city in order to increase level of employees maturity.
Tele-communication department of kerman has been studied in this research, but it is better to do this research in other organizations and compare the results.

References

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