

## **The Effect of Organizational Intelligence and Occupational Success on the Intermediary Role of Personality Characteristics and Job Enthusiasm among the Middle Managers of Municipalities in the Province of Mazandaran**

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**Abstract:** The aim of this research is to investigate the impact of organizational intelligence on career success, with respect to the role of personality characteristics and job enthusiasm among the middle managers of municipalities in the province of Mazandaran. This study, with the use descriptive and correlational studies is conducted on a sample of 212 middle managers of municipalities in the province of Mazandaran. Calculating the number of samples is determined via Krejcie and Morgan table ( $n = 132$ ). To examine the hypothesis and research questions, the partial least squares approach is used. For data analysis, SPSS Version 19 and Smart PLS 2 are used and the significance level is set at 0.05. The results of this study show that organizational intelligence does not affect career success; nevertheless, organizational intelligence indirectly affects career success through the mediating variable of personality characteristics. On the other hand, organizational intelligence indirectly affects career success through the mediating variable of job enthusiasm. Therefore, it is recommended to use the mediating variables of personality characteristics and job enthusiasm for the impact of organizational intelligence on the career success.

**Key words:** Organizational intelligence, career success, personality characteristics, job enthusiasm, SPSS

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### **INTRODUCTION**

**Statement of the problem:** Success in the fields of education and employment has become an essential matter in the developing communities and such communities at the level of international competition as well as raising the level of social and economic life of the community are forced to progress in education, science and technology. Hence, in these communities, the importance of education and employment is often increasing dramatically. One consequence of the development process in the community is raising the scientific, social, cultural and economic level of everyday life of the individuals and community members must achieve a high level of it in order to find a socially acceptable identity (Karimi, 2010). In a definition, success is the ability to move from one failure to another failure without losing enthusiasm. Successful people usually do their jobs better and require less guidance and they have less absenteeism from their workplace. These people make less errors while working which results in fewer accidents (Abadi, 2003). Some say career success is similar to career advancement and earning specialties (Karimi, 2010). Career success has a relative concept and no one can be called successful unless he would be aware of the goals and ideals. Career success is the relationship that

determines the future between the current progress and the ideals. The success rate of an individual in meeting these objectives is called career success (Abadi, 2003) jobs in organizations are classified and encoded in a wide and extremely complex way and then the duties of any occupation is under discussion and analysis. Reviewing and determining the psychological characteristics of acquiring jobs is the main discussion related to jobs. The fact that for acquiring a job what characteristics, intelligence, personality and emotion should an individual have and how are a job certificate and its required mental characteristics are the main objectives of organizational analysts. According to Cooper and Robertson, among the predictive factors of career success, personality characteristics are superior to other characteristics due to their development and acceptable stability. Accordingly, cognitive characteristics are investigated along with other psychological characteristics in most personality tests. Various theories along with experimental researches support the idea that certain personality traits and characteristics have a significant relationship with career success (Khorasani, 2011; Halal, 2006), in a study also finds that organizational intelligence has an impact on career success. Organizational Intelligence is defined as the talent and capacity of an organization in the motion of its mental strength and the focus of this mental strength

on fulfilling the organization's goal. Management of an organization to adapt to changes requires special intellectual ability in order to survive and grow in the new business environments. In this regard, organizational intelligence is one of the most important component of assistance for managers. Thus, integration of management knowledge and organizational intelligence in management can be useful in leading individuals to achieve their goals (Jamshidi, 2010). On the other hand, those who have passion for their jobs, in general, the enthusiastic staff are completely fascinated by their jobs and fulfill their job duties positively. Job enthusiasm refers to energy, involvement and professional sufficiency. Thus, for the growth and development of staff, promoting job enthusiasm of employees is very valuable. According to what is discussed, the fundamental question that the present research is seeking is a proper answer for whether organizational intelligence has an impact on career success according to the mediating role of personality characteristics and job enthusiasm between middle managers of municipalities in the province of Mazandaran?

**The importance of the research:** Organizational intelligence combines all the skills needed and used by the organization. These skills are the ones that lead to changes, become quick in action and reaction are included as being flexible and convenient and are able to use imagination. The use of the skills listed require adequate infrastructure and organizational performance, effective management and use of human resources, Emotional factors, technology, knowledge and learning and the ability of the organization. Success is considered an important element in personal life and humans like to succeed. Career success in the study environment will prompt the individual to be committed to his job and to take a step in the process of success. Attempts to achieve the sources of success, generally leads to consequences and acute social problems especially if the development process is not uniform and in accordance with proper planning (Karimi, 2010). Character is a set of attributes and personality traits that can be used to compare individuals with each other (Mourhead and Griffin, 2006). Character is cohesion of feeling, thought and perception towards performing targeted behaviors (Rasoulia *et al.*, 2004). Dimensions of individual's personality in the organization is among the categories that can assist organizations in achieving efficiency. In addition, organizations need to have eager and energetic staff. Those who have passion for their jobs. In general, enthusiastic staff are completely fascinated by their jobs and fulfill their job duties positively. Usually, employees of a country's agencies, have little motivation to perform their duties and these

conditions are the reason that they have little enthusiasm to perform their job duties optimally. Lack of job enthusiasm leads to negative consequences such as burnout, malfeasance and poor performance. Job enthusiasm as a job concept is the result of the recent willingness in positive psychology. Positive psychology focuses on human resources, optimized performance and positive experiences at study. According to this movement, not only negative consequences such as exhaustion, malfeasance and weakness but also positive phenomena in the work environment are worthy of serious consideration and investigation (Gheshlagh *et al.*, 2013). it is important to investigate this research as it can increase the behaviors that lead to enthusiasm and the employee's career success. An enthusiastic and organizational intelligent individual is more successful in doing their job duties. Also, the emphasis on job enthusiasm raises effective communication with the staff. An employee who feels he has a lot of professional energy and the necessary organizational intelligence is extremely willing to do his job and has a great stability when faced with difficulties of working and has a professional fascination with full concentration and is drowned in his study, so that time passes very fast at study for the individual and it is difficult for him to be separated from his work.

## MATERIALS AND METHODS

The following methods are used to collect the research information:

**Library studies:** To collect information in the field of theoretical basics and research literature of the subject, library resources, study, the needed books as well as the World Wide Web have been used.

**Field research:** A questionnaire is used to collect data and information for analysis. In order to collect the required data in the present study, four questionnaires are used. SPSS and PLS statistical Soft wares are used before carrying out the necessary statistical analysis for the research hypotheses test and for the quantitative data analysis and research hypotheses test, structural equation modeling technique is used. Structural equation modeling, deals with testing the model on two stages that include testing the measurement and structural model. The measurement model deals with evaluating the reliability and validity of the measurement tools and organization of the research and the structural model examines the research hypotheses and relationships among latent variables. In the present research, the second generation of structural equation modeling methods, partial least squares method is used for testing

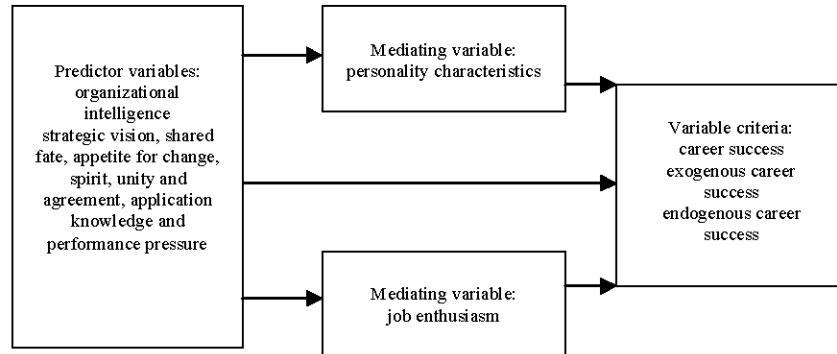


Fig. 1: Conceptual model of the research

the measurement model of the research hypotheses. PLS is known as a powerful method of structural equation modeling because of less dependence on sample size, normality of the remaining distribution and being at a distance from the measurement scales.

**Size of the population and the statistical sample:**

Statistical population includes all the elements and people who have one or more traits in common in a certain scale (Hafeznia, 2005). Part of the community which represents that community is called sample. The more the sample size to the total population, the better the sample can describe the characteristics of that population and thus it results in higher scientific validity (Saroukhani 2004). Statistical population of this research includes all the middle managers of municipalities in the province of Mazandaran and they are 212 individuals. The sample size is obtained from Krejcie and Morgan table (n = 132).

**MATERIALS AND METHODS**

**Measurement method of variables:** The model has been used in this research to measure the organizational intelligence which has seven components: strategic vision, common fate, desire for change, morale, union and agreement, application of knowledge and performance pressure. This questionnaire has 40 questions the has been used in this research to measure the career success which has two components: the endogenous and exogenous of career success. This questionnaire has 15 questions. The model has been used in this research to measure the personality traits which has two components: introversion and extroversion. This questionnaire contains 21 questions.

The and Demerouti model has been used in this research to measure the job enthusiasm which has three components, professional energy, professional dedication and professional fascination. This questionnaire has 17

questions. In the questionnaires, respondents are provided with five options (strongly agree, agree, somewhat agree, disagree completely disagree). The response options to the items ranged from 1 = totally disagree to 5 = totally agree (Fig. 1).

**Research hypotheses:**

- The main hypothesis 1; organizational intelligence affects career success
- The main hypothesis 2; organizational intelligence indirectly affects career success through the mediating variable of personality traits
- The subsidiary hypothesis 2-1; organizational intelligence affects personality traits
- The subsidiary hypothesis 2-2; personality traits affect career success
- The main hypothesis 3; organizational intelligence indirectly affects career success through the mediating variable of job enthusiasm
- The subsidiary hypothesis 3-1; organizational intelligence affects job enthusiasm
- The subsidiary hypothesis 3-2; job enthusiasm affects career success

**Data analysis using structural equation modeling:** In this study, using the Structural Equation Modeling (SEM) for a closer observation on research hypotheses, Partial Least Squares (PLS) approach has been used with Smart PLS 2 software in two parts of measurement modeling test and structural modelling test.

**Assessing the measurement model:** Validity of indices are reviewed through factor loadings and this factor loading should be more than 0.4 to allow it to be valid and to consider it as a question that measures our index. In the absence of this issue, inappropriate questions and aspects should be recognized and improved by eliminating the questions that reduce the factor loading. Also, to fit the measurement models, indices of Cronbach’s alpha and CR (Composite Reliability) and

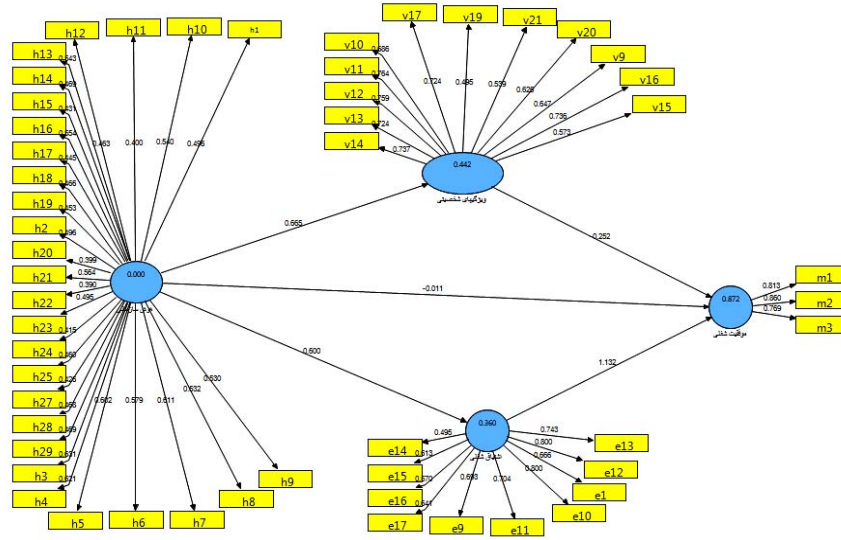


Fig. 2: Executed model along with the values of standardized coefficients of factor loading (After removing questions with factor loadings of <0.4)

Table 1: Cronbach's alpha values and composite reliability and AVI for the studied variables

Variables	Cronbach's alpha	Composite reliability	AVE	R <sup>2</sup>	GOF
Organizational intelligence	0.897	0.902	0.452		
Personality traits	0.888	0.907	0.453	0.442	
Job enthusiasm	0.867	0.893	0.460	0.360	0.541
Career success	0.745	0.855	0.663	0.872	
Acceptable value	<0.700	≥0.700	≥0.400		

Table 2: Analyzing the divergent validity of the studied variables

Variables	Organizational intelligence	Personality traits	Job enthusiasm	Career success
Organizational intelligence	0.672			
Personality traits	0.664	0.673		
Job enthusiasm	0.599	0.611	0.678	
Career success	0.501	0.660	0.621	0.814

AVE (convergent validity) and divergent validity are used. The Cronbach's alpha and the composite reliability of the research variables are >0.7 which indicates good reliability of the research variables. Convergent validity studies the correlation level of a structure with its questions (indicators) Manger have considered 0.4 and higher values sufficient for AVE. Divergent validity compares the level of correlation of a structure with its index against its correlation with other structures. The method gives us a matrix in which the correlation values on its main diagonal is greater than its underside that indicates the structures (latent variables) in model have more interaction with their indices than with other structures. In other words, the validity of the model is good (Table 1-2 and Fig. 2).

Questions with factor loadings of <0.4 are omitted so that examination of other criteria are not affected by them. Therefore, questions 26, 30, 31, 32, 33, 34, 35, 36, 37, 38, 39 and 40 which are related to the organizational intelligence

variable and questions 2, 3, 8, 1, 7, 6, 5, 4 and 18 which are related to the personality traits variable and questions 2, 3, 4, 5, 6, 7 and 8 which are related to the job enthusiasm variable and questions 8, 7, 6, 5, 4, 15, 14, 13, 12, 11, 10 and 9 which are related to the career success variable are eliminated since they do not have the qualification for the explanation of research variables. the Cronbach's alpha and composite reliability of the research variables is <0.7 which indicates good reliability of the research variables. The results also suggest good convergent validity and divergent validity of the model.

**Investigation of the meaningful coefficients of z:**

Structural model fitting using the coefficients of Z is to be that the coefficients should be >1.96 to be confirmed their meaningful at the confidence level of 95% as is clear from Fig 3. Meaningful coefficients of Z for variables that are >1.96, confirms their Meaningful at the level of 95% (Table 3).

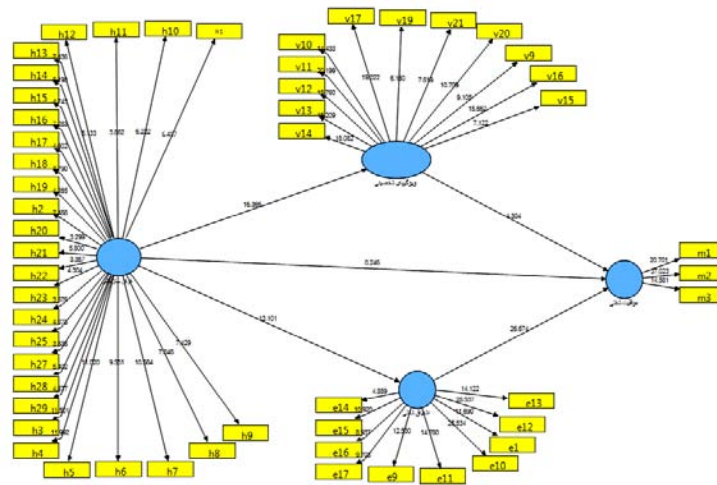


Fig. 3: A graphical model along with the meaningful coefficient of Z

Table 3: Values of path coefficients and t-statistics and hypothetical results

Variables	Path coefficient	Estimation error	T-statistic	Result
Organizational intelligence ----> personality traits	0.665	0.042	16.356	Confirmed
Organizational intelligence ----> job Enthusiasm	0.600	0.047	13.101	Confirmed
Organizational intelligence ----> career success	-0.011	0.062	0.246	Disapproval
Personality traits ----> career success	0.252	0.059	4.304	Confirmed
Job enthusiasm ----> career success	1.132	0.044	26.674	Confirmed

**The main hypothesis 1 (organizational intelligence affects career success):** As is clear in Fig. 3, the meaningful coefficient of Z between the variable of organizational intelligence upon career success is 0.246 which is <1.96 that represents no impact of organizational intelligence on career success.

**The main hypothesis 2 (organizational intelligence indirectly affects career success through the mediating variable of personality traits)**

**The subsidiary hypothesis 2-1 (organizational intelligence affects personality traits):** As is clear in Fig. 3, meaningful coefficient of Z between the variable of organizational intelligence and personality traits is 16.356 which is >1.96 that shows the direct impact of organizational intelligence on personality traits.

**The subsidiary hypothesis 2-2 (personality traits affect career success):** As is clear in Fig. 3, meaningful coefficient of Z between the variable of personality traits and career success is 4.304 which is >1.96 that shows the direct impact of personality traits on career success as is clear in Fig. 1, meaningful coefficient of Z of two paths of organizational intelligence-personality traits and personality traits-career success respectively are (16.356 and 4.304) which is >1.96 this shows the indirect impact of organizational intelligence on career success via the

mediating variable of personality traits in the confidence level 0.95. Also, on the other hand, standardized coefficients of organizational intelligence-personality traits and personality traits-career success in Fig. 1, are 0.665 and 0.252 which indicate that organizational intelligence indirectly affects career success through the mediating variable of personality traits at the rate of  $(0.252 \times 0.665) = 0.167$ , 16%

**The main hypothesis 3 (organizational intelligence indirectly affects career success through the mediating variable of job enthusiasm)**

**The subsidiary hypothesis 3-1 (organizational intelligence affects job enthusiasm):** As is clear in Fig. 3, meaningful coefficient of Z between the variable of organizational intelligence and job enthusiasm is 13.101 which is more than 1.96 that shows the direct impact of organizational intelligence on job enthusiasm.

**The subsidiary hypothesis 3-2 (job enthusiasm affects career success):** As is clear in Fig. 3, meaningful coefficient of Z between the variable of job enthusiasm and career success is 26.674 which is >1.96 that shows the direct impact of job enthusiasm on career success. as is clear in Fig. 3, meaningful coefficient of Z for the two paths of organizational intelligence-job enthusiasm and personality traits-career success are respectively (13.101 and 26.674) which are >1.96 that this shows the indirect

impact of organizational intelligence on career success via the mediating variable of personality traits in the confidence level of 0.95. Also, on the other hand, the standardized coefficients of organizational intelligence-job enthusiasm and job enthusiasm-career success in Fig. 1 are respectively 0.600 and 1.132 which indicate that organizational intelligence indirectly and through the mediating variable of job enthusiasm affects the career success variable at a rate of  $(1.132 \times 0.600) = 0.679$ , 67%.

## RESULTS AND DISCUSSION

### **Organizational intelligence does affect career success:**

Results of the research are matched with the results of the research of Gosling *et al.* (2003) in a study finds that organizational intelligence is not the only reason and factor in career success but also apart from organizational intelligence, other factors also affect career success. But Beikzad *et al.* (2010), Zahraei and Rajabipour (2011) and have found that the organizational intelligence affects career success. Beikzad *et al.* (2010) in a study finds that organizational intelligence is among the factors affecting the success of employees and if employees have the opportunity to use organizational intelligence, they will be successful in their jobs. Zahraei and Rajabipour (2011) in a study also finds that organizational intelligence and career success has a significant positive relationship with each other. Has also confirmed the relationship between organizational intelligence and job success in a research. The results may be affected due to the existence of confounding variables, mediator and intervention. It is also possible that the statistical population be understood so that the intelligence has no effect on success and there are other factors in the organization which lead to career success.

### **Organizational intelligence indirectly affects career success through the mediating variable of personality traits:**

There has been no such study that evaluates the relationship between these variables simultaneously but the two by two relationship of the variables is evaluated. The research results of Ardalah show that personality traits and organizational intelligence affect each other and have a meaningful impact on each other. Korotkove and Hannah (2014), in their research also find that organizational intelligence and personality traits have a direct and meaningful relationship with each other. The study of Abstrapt (2011), also confirms the relationship between personality traits and job success. Jafari (2013), also confirms the relationship between personality traits and career success in a research. Samari and Laali (2004), also confirm the relationship between personality traits

and career success in a research. Mehdad *et al.* (2013), confirm the relationship between personality traits and career success. Also, Parvar *et al.* (2011), confirm the relationship between five personality traits and career success in the organization. In a study also find that there is a relationship between the introspective personality traits and career success (Kwong and Cheung, 2003). Also, confirm the relationship between extraversion personality trait and career success. While in the study by Popola (2010), there is no relationship between the variables of personality traits and career success. Personality traits of individuals, including factors that affect most of the behaviors of the individuals and cause the employees in the encountered situations not to make the right decision or to use their organizational intelligence and turn to behaviors that its result will be success or vice versa.

### **The main hypothesis 3 (organizational intelligence indirectly affects career success through the mediating variable of job enthusiasm):**

There has been no such study that would evaluate the relationship between these variables simultaneously but the two by two relationship of variables is evaluated. In a study find that organizational intelligence has a direct impact on job enthusiasm. Also, Gboyega and Popoole (2012), find that organizational intelligence increases job enthusiasm. Fink and Yolles in a study states that job enthusiasm boosts career success and factors influencing career success can be named as job enthusiasms of the individuals to do their jobs and duties. Passion and excitement for doing the job helps individuals to use their ability, intelligence and their talents and to take steps in order to achieve their career success.

## CONCLUSION

Finally, it is clear that by increasing job enthusiasm, the readiness of staff increases for performing the tasks related to their jobs or in other words their attitude changes towards their study and eventually provides career success.

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