Manager and Employee Perceptions on Organizational Intelligence's Effects on Performans in Enterprises. An Application

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Abstract

This study aims to examine the perception of organizational intelligence on performances of administrators and workers. The study was conducted on small and medium sized enterprises in Çan district of Çanakkale Province. Survey method was used to determine the perception of organizational intelligence on performances of administrators and workers. The survey was applied to 1046 workers and 454 administrators. The results of the research found no significant difference in terms of gender, age, educational level, department, working position variables of organizational intelligence and indicated significant difference in terms of the number and active years of workers and the sector of enterprise. Positive significant relationship was found between the performances of administrators and workers and organizational intelligence.

Keywords: Organizational Intelligence, Performance

1. The Concept of Organızatıonal Intellıgence

Individual intelligence studies is a relatively new field developments greatly affect the work of the organizational intelligence. Definitions and perceptions of organizational intelligence is usually based on the definitions of the individual intelligences realized. Differences and differences in forms of identification that değerlendirilişinde secondary issues, but the literature-the individual-intelligence information processing and adaptation to the environment (adaptation) the ability to determine whether that is generally accepted. The basic starting point for the understanding of organizational intelligence, human intelligence. Because many organizations, human mind has many features in common. Developing relationships with non-linear and complex adaptive systems was evaluated as the basic building blocks of human minds, organizational mind (Liang, 2001: 283; Liang, 2003: 116). However, the behavior of how the group consisting of individual behavior is not simply the sum of the organization's collective intelligence is not just the sum of the individual intelligences (Liang, 2001: 283).

Organizational intelligence is a key element of organizational learning process, as well as a basic qualification required for the realization of organizational learning implies. Studies on the subject of organizational intelligence with each other, the interaction of individuals within the organization and the organization as a result of the interaction of the environment as a result of a social expression shows that (Duzer, 2008: 41). Pointing out that the organizational structure of intelligence is a social as well as organizational intelligence of this statement, in order to ensure compliance with the organization's strategic environment the ability to use that knowledge for the creation of knowledge and its definitions are also available. In other words, organizational intelligence, information technology is integrated into the organization's structure, culture, environment, level of knowledge generated by the sub-systems, such as problem-solving capacity is expressed as (hooper, 2006: 22; Keles and Ozkan, 2010: 2901; Glynn, 1996 : 1080, Halal, 1997: 25).

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Organizational intelligence can be measured in a simple way the members of a group, rather than the sum of individual intelligence is recognized as occurring in a systematic cultural concept. Organizations in the past, tasks, products, employees, and today perceived as a collection of processes, gradually began to be accepted as intelligent systems designed to manage knowledge. Studies; organizations, the learning process is used to make reasonable decisions completely intuitive knowledge, information and computer networks installed in the environment has occurred with the knowledge gained. For large numbers of people covered by this complex process of organizational intelligence, intelligence gathering members of the organization, rather than a broader intelligence system, the organization represents a unique (Halal, 2006: 25; Duzer, 2008: 41; McKenna, 1999: 29).

Organizations with complex socio-technical systems to continuously renew themselves every time they are in search of adaptation to the environment, develop new relationships and behaviors (Salt, 2001: 20-27). Organizations in complexity, but to reduce complexity at a reasonable level, are required to move silently download. Under these conditions, see function effectively raises the need for intelligence. Must exhibit intelligent behavior of complex adaptive organization. Organization to cope with the complexity of social processes, information shared must produce. For this reason, beyond the individual level, community level, there is a need intelligence. However, such an intelligence can create synergies and provide benefits that go beyond the sum of individual capabilities. Mentioned types of "intelligence", collective intelligence is expressed definition (Liang, 2002: 282; Bennett and Bennett, 2003: 629).

Organizational intelligence, which is essential for the survival of the organization and the organization is a combination of all abilities used by the. These abilities to adapt to change, to act and react quickly, be flexible and comfortable, the ability to use your imagination. The use of these abilities, however, an appropriate organizational structuring and functioning, feelings of human resources, technology, knowledge management and organizational learning requires the ability to (Aydıntan, 2006: 16; Duzer, 2008: 41; Kalkan, 2008: 46).

By Salvatore for Thread Faletta "Organizational Intelligence Model" has been developed. Shown in Figure 1. Organizations around the changes in the levels of leadership, culture, and according to the strategies pursued by detecting, based on the idea of adapting existing structures, a number of organizational variables that shape the employees' sense of belonging and a sense of belonging based on the idea that the impact on business performance.

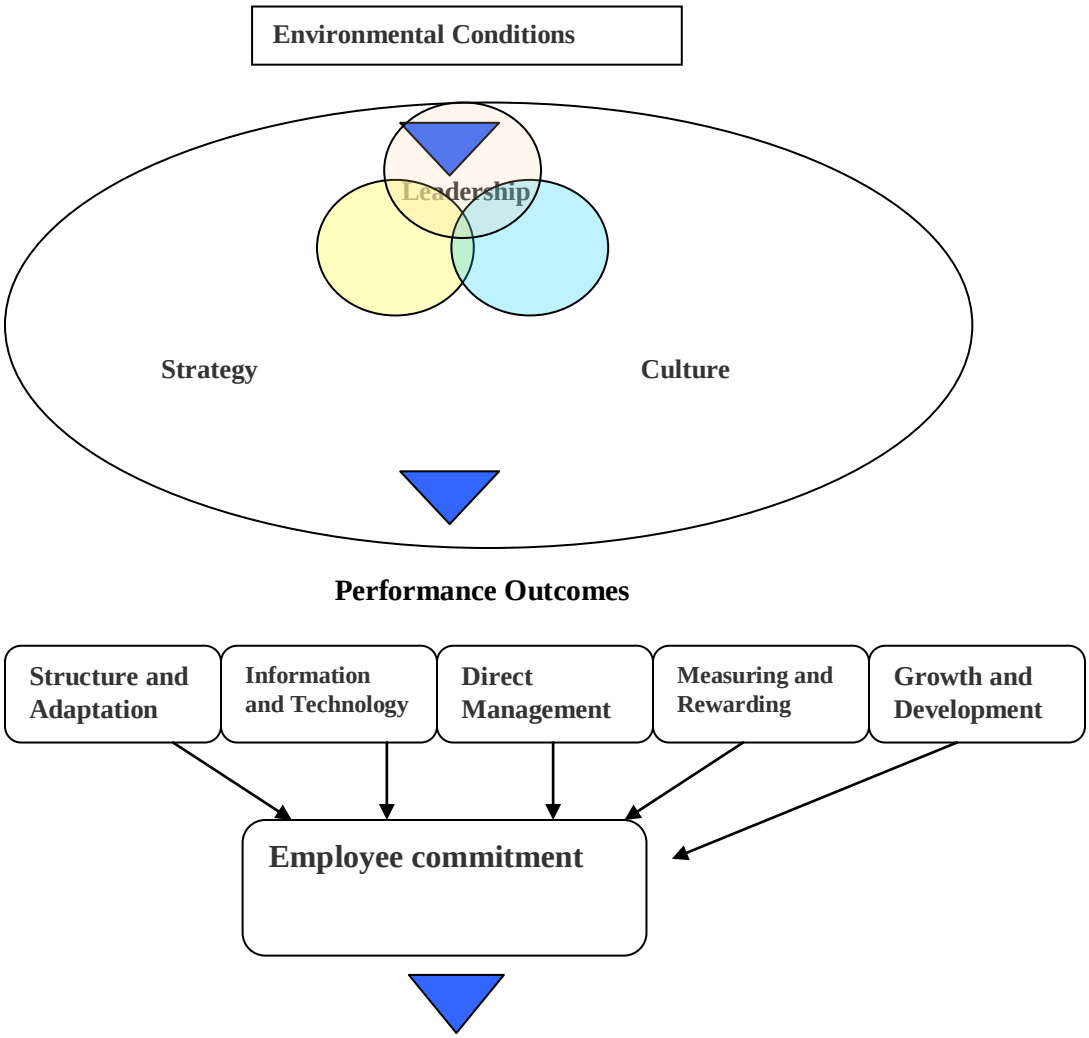

Figure 1. Organizational Intelligence Model

Source: Falletta, S. (2008), "Hr Intelligence: Advancing People, Research and Analytics", IHRIM Journal, Vol.XII, 3.

2. Organızatıonal Skılls of Intellıgence

Organizational intelligence in order to provide the continuity of the organization with all the necessary combination of skills. These capabilities to adapt to the changes, promptness of action and reaction, process of To be flexible and comfortable, sezebilme and being proactive, use your imagination, To be in the form of renewal and open-minded. Capabilities detailed in the following way (Erçetin, 2004: 67-74):

a. Adaptation to changes

Changing the organization, can create new balances differing conditions, to overcome the problems that occur around the inside and outside of the organization, the conditions for the introduction of appropriate policies and strategies to create and identifiable. Will have difficulty adapting to an organization that can not adapt to changing situations. Quickly adapt to the changing economic structure change is a prerequisite for survival.

b. Actions and reactions Agility

And the process of implementation of the decisions to be taken quickly perceived organizational size. Perceived external and internal environmental stimuli, içselleştirilmeli in all parts of the organization, should be depicted in the decision-making process by hovering, should be in line with the decision taken.

Every situation that affects the organization itself, each stimulus as a whole must be able to react quickly and correctly. Everything and everyone in the organization is ready to respond to any situation at any time you need to develop. Every situation, every moment to be present at a high level. Every situation, every moment to be present at a high level. Providing response to the actions and situations perceived, perceived the correct defined, detected and defined decision is made, then the effective implementation of this capability is not available when it is connected to the upper positions. Therefore, every organization, bureaucratic, business and operations as soon as possible to develop appropriate and correct action can be said that reduction.

c. At work Becoming flexible and comfortable

The rules regarding the functioning of the organization and the organization necessary to ensure achievement of the objectives and the organization may be qualified employees feel comfortable in doing their job, everyone to communicate with each other in a healthy means. At work there are also different from their jobs to be flexible in the organization and the ability to have the chance to make a decision quickly connect to the bureaucratic practices of business and not to hinder operations. There has been an acceptance of, or defects in the organization that are likely to happen. At work there are also different from their jobs to be flexible in the organization and the ability to have the chance to make a decision quickly connect to the bureaucratic practices of business and not to hinder operations. There has been an acceptance of, or defects in the organization that are likely to happen.

d. Being able to sense and become proactive

To be aware of a potential situation that may have been, or understand, feel and what it could lead to the situation öngörülmemek and use emotional intelligence can be defined as organizational level. Intuition and rational approach to facilitate the completion of the concrete and can be said to interpret quantitative data. Of our brain known, resolved structure and functioning of the judiciary confirms this. The left hemisphere of the brain, words, logic, numbers, analysis, linearity, while the right hemisphere listing, rhythm, spatial and holistic awareness, imagination, color, size, determined as it fulfills various mental activities. Perform two different mental activities hemisphere of the brain is defined as the integrated functioning of two perfect partner.

***e.* Use it the Power of Imagination**

Individual creativity to be used for both individual and organizational development, the production of new problems and solutions have not yet been experienced, they can be used, without prejudice can be defined as new expansions can be made. Skills related to the use of the imagination entirely. Action and reaction quickness, flexibility, and To be comfortable, all is possible with the use of the imagination. Organizations, such as ensuring all employees to use their imagination to develop and function.

f. Renewal

Providing vitality and development of the organization and use of new knowledge and technology transfer can be defined as. Renewal, a change in trying to create something new and useful discipline. Knowledge and learning capacity of organizations ranging from a cognitive process of evolution converted yenilenebileceği defensible.

***g.* Become open-minded**

All individuals in the organization to state their ideas clearly, the presence of all the suggestions and views expressed in the form of an environment can be approached with tolerance. Decision making, and all the processes determining the vision and mission that everyone should be open to the idea. Decisions of the organization's vision and mission, the determination, must be open to the ideas of managers and employees. Open-mindedness is a skill that is critical for the organization and promotion of the understanding by the surroundings. This ability is important for the development of other skills.

3. The Concept of Performance

Performance of different processes may have different meanings. At the same time there are many factors that affect multi-dimensional and performance. Performance words, in a given time unit, in terms of the amount of the goods or service is available. In this sense, the performance of the organization "effectiveness", "efficiency" and "output" rather than the number of fields were considered. Performance by type of production, according to the form of production presents itself. However, the performance of services in the public sector, the private sector is emerging as a manufacturing (Çalık, 2003: 8; Trigger, 2003: 222).

Performance, business or work is the result of the output at the end of a certain time, this result is the degree of fulfillment of business objectives or tasks. In this case, performance is the result of all efforts to business objectives geçekleştirilmesi (Erkut et al., 2001: 18-19). As a result of the performance in general-purpose and those derived from a planned event, a concept that determines the quantitative or qualitative terms. Which is a measure of the level of access to the specified destination (Cosgun, 2004: 581; Turkel, 1998: 47).

Performance based on a recognition of the other, one doing the work of an individual, group, or organization, which is the level reached in that business for the intended goal, in other words, the expression of the quantity and quality of what is available through. From these definitions the output of an entity at the end of a certain period of performance of the work or the result of the activities. This result is interpreted as the degree of achievement of the targets set by the entity. In this case, performance, property as interpretation efforts to attain the objectives defined (Songur, 1995: 1–2; Aktaş, 2001: 163).

Employee performance was a very definition. According to one of these definitions of performance, in order to satisfy the needs of the employees as a result of an enterprise to undertake the duties and responsibilities, human expenditure of time and effort to get what they want, not able to think outside of working life as a work force, businesses work and perseverance of its personnel in the performance They want to show. Because enterprises with skilled and efficient human resources to reach the final objectives, in which employees depend on performance. In addition, information on performance, training and development activities within the organization, promotion, transfer, compensation, performance bonus and reward the use of such purposes, increases the importance of the issue (Yilmaz, 2008: 66; Aktas, 2001: 163).

3.1. Determinants of Performance

The factors that determine performance in organizations, organizational, personal and environmental factors is classified as.

a. Organizational Factors

Organizational factors that determine performance of enterprises, business environment, physical conditions and organizational goals. Lighting, heating, noise, ventilation will be effective on the performance of the employee's physical conditions, such as open. On the other hand the lack of adequate and clear organizational objectives will hinder the performance of your employees enough. In this context, organizational factors that affect employees' work performance, among the most encountered are as follows (Gumustekin and Öztemiz, 2005: 281):

1. The resulting division of labor in business for concluding that the problem is wrong,
2. Tools and equipment necessary for the performance of any failure, lack of technical facilities, lack of work arrangements to facilitate the construction of the work,
3. Timely and accurate communication failure,
4. The absence of authority,
5. The lack of cooperation,
6. Expected success on the skills and characteristics of employees, etc..

b. Personal Factors

Personal factors in determining the performance of age, gender, language, demographic characteristics, such as, the competition features such as the ability and capability and perceptions, attitudes, desires, tendencies, such as psychological, is composed of features (Yilmaz, 2008: 70).

c. Environmental Factors

Family, club, association, social factors such as income distribution and the level of income created by factors such as economic factors, political factors, such as laws and regulations, and education, religion and other cultural factors that create environmental factors all affect the performance of employees (Gumustekin and Öztemiz, 2005: 281) .

4. Method

In this section, the research model, the study of the universe and sample, data collection techniques and data analysis is given, and research studies in general are described under each heading.

4.1. The research model

With this study, the relationship between organizational intelligence and performance of managers and employees be considered. Therefore, this study has revealed the current state of relational terms.

4.2. Population and sampling

On the effects of organizational performance in business intelligence focuses on the perceptions of managers and employees. The population of this research is in the province of Çanakkale, medium and small-sized enterprises are the managers and employees who work. The constraints of time and access to research sample was chosen by taking into consideration the availability of and easy.

The survey of all small and medium sized businesses that make up the universe, contact was established, and 5000 employees working in these establishments were sent a questionnaire. Respond to the survey questionnaire were conveyed 5000 1500 employees and managers. This ratio represents a 30% return rate.

4.3. The collection of data

This research on the effects of business performance management and employee perceptions of organizational intelligence collected by a questionnaire about the information required. Degree of participation in propositions, the most widely accepted to be true to that is accepted at least as a point was given 5,4,3,2,1. Strongly disagree (1), disagree (2), Neutral (3), partially agree (4) and strongly agree (5) were graded.

Before the preparation of the survey research data collection tool on the subject of organizational intelligence and performance of domestic and foreign, theoretical and research-based publications on the literature and research on the subject were used in the data collection tool. Extracted from the scanned data, the results of this questionnaire was prepared.

The survey consists of three parts. In the first part, which information about the person running the department that responded to the survey, age, level of education given to these questions. In the second chapter is seen as general information about the scope of business, industry, and the number of employees in the organization such questions are given. In the third chapter on the impact of business performance management and employee perceptions of organizational intelligence is thought to be helping the identification of the organizational intelligence are propositions about the effects on the performance of managers and employees. The survey performance, s4, s5, s6, s13, s15, s16, s17, s18, s19, s20, s21, s24 is the organizational intelligence, s1, s2, s3, s7, s8, s9, s10, s11, s12, s14, s22 , s23 substances are detected.

Survey questions related to the internal tutarlılıklarına ideas, questions, and anlaşılırlıklarını to check clearances, and therefore for the purposes of the questionnaire survey was carried out on a pilot implementation in order to check whether the. Application 100 employees and managers on the basis of the data obtained from the research survey was conducted yanıtlamasıyla.

In order to determine the reliability of the scale, as assessed by Cronbach's alpha internal consistency analysis was carried out for stability. The Cronbach's alpha reliability coefficient was found to be 0.79. The internal consistency of the scale was high.

As a result, the internal consistency and a vehicle were determined by measurement. All these findings are generally considered, the scale can be said to be a valid and reliable scale.

4.4. Analysis of the data

The data obtained from the survey of age, gender, number of employees, years of employment, education, year of operation, descriptive statistics such as the distribution sector, and in order to determine whether there is a relationship between organizational intelligence with those listed in the One-Way ANOVA test was performed.

Organizational intelligence managers and employees in the performance of the correlation coefficients were calculated to determine the effect. Research, organizational intelligence, s1, s2, s3, s7, s8, s9, s10, s11, s12, s14, s22, s23 performance of materials s4, s5, s6, s13, s15, s16, s17, s18, s19, s20 , s21, s24 items of data Obtained from the calculations will be made.

For the analysis of the data obtained from this study, SPSS 15.0 (Statical Package For Social Science-Statistical Analysis Program for the Social Sciences) statistical results were obtained using the program.

4.5. Hypotheses

With this in mind the research hypotheses were as follows:

H1: Organizational Intelligence study participants showed significant differences according to demographic characteristics and organizational structures. Accordingly, sub-hypotheses is possible to express as follows.

Organizational Intelligence and demographic characteristics;

H1.1: There are significant differences according to the gender of the participants level of organizational intelligence.
H1.2: Organizational intelligence levels of the participants showed significant differences according to age levels.
H1.3: The study participants showed significant differences according to the distribution of organizational intelligence levels of education. Organizational Intelligence organizational structure and its properties;
H1.4: organizational intelligence levels of the participants showed significant differences according to the department works.
H1.5: Organizational intelligence levels of the participants showed significant differences according to the number of employees.
H1.6: The study participants showed significant differences compared to the working level of organizational intelligence.
H1.7: organizational intelligence of the participants showed significant differences according to the distribution of levels of activity.
H1.8: organizational intelligence levels of the participants showed significant differences by sector of the company.
H1.9: organizational intelligence levels of the participants showed significant differences according to the position in the task.

H2: Organizational intelligence and a positive significant relationship between the performance of managers.

H3: Organizational intelligence and a significant positive relationship between employee performance.

5. Tables and Fıgures

In this section the results of the data obtained by surveys and these data will be compared with the hypotheses.

Here is the detailed information on the results of the analysis.

5.1. Distribution of research groups in terms of demographic variables

Table I. Gender Distribution of Participants

	Frequency	%
Lady	733	48,9
Men	767	51,1
Total	1500	100,0

1500 people participated in the study, 48.9% of the ladies, 51.1% were men.

Table II. Age Distribution of Participants

	Frequency	%
20-30	453	30,2
31-40	426	28,4
41-50	338	22,5
51 ve üzeri	283	18,9
Total	1500	100,0

More than 30% of the participants in the 20-30 age range density. 453 participants took part in this range. 426 people aged 31-40 participating in the research study 28.4% constituted. The participants 22.5% of the range of 41-50 years. Participants with the lowest rate of 18.9% compared to the age of 51 years and above were included in study group. Accordingly, the vast majority of those surveyed between the ages of 20-30 compared to the other participants that consists of young people.

Table III. Educational Attainment Distribution of Participants

	Frequency	%
Primary education	222	14,8
High school	395	26,3
College	244	16,3
University etc.	639	42,6
Total	1500	100,0

In the study group compared to 14.8% of those who graduated from primary school was found to have the lowest percentage. High school graduates have a ratio of 26.3% with 395 people. College graduates have a ratio of 16.3% to 244 persons. University level of education in the research group, etc.. those 42.6% have a ratio of health. The vast majority of those surveyed universities, etc. Table-3. show that degree.

Table IV. Distribution of Participants by Sector Work

	Frequency	%
Coal mining	214	14,3
Ceramic Industry	796	53,1
Industrial Raw Material	319	21,3
Mining	171	11,4
Total	1500	100,0

Ceramic Industries employees with the research group has the highest rate ratios were found to be 63.1%. 214 employees, 14.3% rate of coal mining, industrial raw materials sector employees rate was found to have 21.3% of the 319 employees. In the sector with a ratio of at least, 171 employees, compared to 11.14% Mining operations. According to Table 4, the vast majority of respondents working in the ceramic industry.

Table V. Distribution of enterprises by Year

	Frequency	%
21 year	490	32,7
33 year	214	14,3
55 year	796	53,1
Total	1500	100,0

Of those surveyed 32.7% of his business has been operating for 21 years. Employees 14.3% 53.1% 33 years, the enterprises per cent in a company that operates in the 55 years of his tenure have been identified.

Table VI. Distribution of employees' terms of Office

	Frequency	%
1 - 5 year	728	48,5
6 - 10 year	398	26,5
11 - 15 year	280	18,7
16 years and above	94	6,3
Total	1500	100,0

Of those surveyed 48.5% between 1-5 years, 26.5% between 6-10 years, 18.7% between 11-15 years, 6.3% over the 16 years and a time is of the corporation. According to the survey, so a large proportion of 1-5 years has been working in operation a short time than others.

Table VII. Distribution of employees by department they work

	Frequency	%
Production	411	27,4
Accounting and Finance	362	24,1
Staff	296	19,7
Sales and Marketing	269	17,9
Other	162	10,8
Toptal	1500	100,0

Of those surveyed 27.4% of the number of employees and production section 411 was his. 362'si compared to 24.1% in the accounting and finance employees, 296 employees compared to 19.7% Personnel his work have been identified. Compared to 17.9% in sales and marketing has been serving 269 people. Employees, 10.8% are working in the operation of the other sections. According to the results obtained from a large proportion of respondents engaged in the production departments.

Table VIII. Distribution of Participants positions

	Frequency	%
Worker	487	32,5
Office Worker	251	16,7
Master or foreman	308	20,5
Middle Level Manager	332	22,1
Senior Executive	122	8,1
Total	1500	100,0

With 32.45% of the participants, and 487 people were working as laborers. Office employees 251 employees compared to 16.7%, compared with 20.5% working in 308 it was observed that the master and foreman. When distributions to the position of Director middle managers and senior executives 22.1% 8.1 'seems to have a share of.

Table IX. Employee and Manager Ownership Breakdown of Participants

	Frequency	%
Working	1046	69,7
Manager	454	30,3
Total	1500	100,0

Compared to 69.7% of those surveyed 1046 people working, 454 people composed of 30,3% compared to the administrator. The majority of those surveyed in accordance with Table 9 of our customers.

5.2. Organizational intelligence and demographic characteristics of respondents and analysis results showing the relationship between organizational structures.

Table X. Showing the relationship between organizational intelligence and gender unbound sample T-Test Analysis Results

Gender	N	Average	Standard Deviation	Degrees of Freedom	t	p
Lady	733	41,5457	4,18978			
Man	767	41,2999	4,13812	1498	1,143	0,253

The result of the organizational relationship between the intelligence and gender (t (1498) = 1.143, p = 0.253> 0.05), respectively. These results showed a statistically significant difference was detected. Of the participants showed no significant differences according to gender expression levels of organizational intelligence supported with the hypothesis H1.1. As a result, hypothesis H1.1 was rejected.

Table XI. Organizational Intelligence independent samples showing the relationship between age and Single Factor Analysis of Variance

	Variance Supply	**Squares Total**	**Independence Rating**	**Squares Average**	**F**	**p**
20 – 30 **31 – 40** **41 – 50** **51 and above**	**Between Groups**	54,140	3	18,047	1,0411	0,3733
	Intra-Group	25935,260	1496	17,336		

Table XII. Relationship between age and Organizational Intelligence

	N	Average	Standard Deviation
20-30	453	41,5453	4,16005
31-40	426	41,2535	4,20381
41-50	338	41,6598	4,06398
51 and above	283	41,1837	4,22608
Total	1500	41,4200	4,16387

The relationship between age and levels of organizational intelligence and Table 12 are summarized in Table-11. As you can see, the result is The relationship between organizational intelligence and age (F (3.1496) = 1.041, p = 0.373> 0.05) respectively. These results showed a statistically significant difference was detected. Which stated that no significant difference between the ages of organizational intelligence and supported with the hypothesis H1.2. According to this hypothesis was rejected H1.2.

Table XIII. Independent samples showing the relationship between Organizational Intelligence Training with Single Factor Analysis of Variance

	Variance Supply	**Squares Total**	**Independence Rating**	**Squares Posts**	**F**	**p**
Primary education **High school** **College** **University etc.**	**Between Groups**	54,472	3	18,157	1,047	0,371
	Intra-Group	25934,928	1496	17,336		

Table XIV. The Relationship Between Organizational Intelligence with the Education

	N	Averege	Standard Deviation
Primary education	222	41,0225	4,73118
High school	395	41,3570	4,27443
College	244	41,6475	3,74039
University etc.	639	41,5102	4,03544
Total	1500	41,4200	4,16387

The relationship between organizational levels of intelligence and education level are summarized in Table-13 and Table-14. The situation with regard to education are determined by the organizational intelligence is showing a difference. As a result of the relationship between organizational intelligence and level of education (F (3.1496) = 1.047, p = 0.371> 0.05) respectively. These results showed a statistically significant difference was detected. Organizational stated that no significant difference between intelligence and education supported with hypothesis H1.3. According to this hypothesis was rejected H1.3.

Table XV. For independent samples showing the relationship between Organizational Intelligence Section with One Factor Analysis of Variance

	Variance Supply	**Squares Total**	**Independence Rating**	**Squares Posts**	**F**	**p**
Production Accounting - Finance Staff Sales – Marketing Other	Between Groups	75,352	4	18,838	1,0877	0,3611
	Intra-Group	25914,048	1495	17,334		

Table XVI. The Relationship Between Organizational Intelligence Section with

	N	Average	Standard Deviation
Production	411	41,6959	4,23775
Accounting - Finance	362	41,0884	4,40447
Staff	296	41,3716	3,93469
Sales – Marketing	269	41,4089	4,05513
Other	162	41,5679	3,99826
Total	1500	41,4200	4,16387

The relationship between organizational intelligence levels and sections are summarized in Table-15 and Table-16. According to the department of organizational intelligence is showing difference was statistically evaluated. As a result of the relationship between organizational intelligence and section (F (4.1495) = 1.087, p = 0.361> 0.05) respectively. Accordingly, a statistically significant difference was detected. No significant difference between organizational intelligence and stated that section be supported hypothesis H1.4. According to this hypothesis was rejected H1.4.

Table XVII. Organizational Intelligence Single Factor Analysis of Variance showing the relationship between the number of workers

	Variance Supply	Squares Total	Independence Rating	Squares Posts	F	p	Significant Difference
50 300 3000 5000	**Between Groups**	168,450	3	56,150	3,253	0,021	3000 – 5000
	Intra-Group	25820,950	1496	17,260			

The relationship between the number of employees with organizational intelligence levels are summarized in Table-17. By the number of employees for organizational intelligence is showing a difference was statistically evaluated. Looking at the organizational intelligence by the number of employees is showing a statistically significant difference in difference was observed (F (3.1496) = 3.253, p = 0.021 <0.05). 3000 the average number of employees of the participants (41.9113 ± 4.17607), the number of employees with 5000 participants (41.1183 ± 4.26050) high. This result is statistically significant differences between organizational intelligence and stated that the number of employees supported the hypothesis H1.5. According to this hypothesis was adopted H1.5.

Table XVIII. Working with Organizational Intelligence for independent samples showing the relationship between Year One Factor Analysis of Variance

	Variance Supply	Squares Total	Independence Rating	Squares Posts	F	p
1 – 5 year 6 – 10 year 11 – 15 year 16 years adn above	**Between Groups**	29,219	3	9,740	0,561	0,641
	Intra-Group	25960,181	1496	17,353		

Table XIX. The Relationship Between Organizational Intelligence Working with Year

	N	Average	Standard Deviation
1 – 5 year	728	41,5288	4,01911
6 – 10 year	398	41,3668	4,29000
11 – 15 year	280	41,1679	4,23127
16 years and above	94	41,5532	4,53805
Total	1500	41,4200	4,16387

The relationship between organizational levels of intelligence to work with, and Table-19 are summarized in Table-18. Compared to the study of organizational intelligence is showing a difference was statistically evaluated. When compared to the study of organizational intelligence is showing a difference (F (3.1496) = 0.561, p = 0.641> 0.05), respectively. These results showed a statistically significant difference was detected. Organizational intelligence and stated that no significant difference between years of employment supported with the hypothesis H1.6. According to this hypothesis was rejected H1.6.

Table XX. Year of showing the relationship between the Firm's Organizational Intelligence with Analysis of Variance

	Variance Supply	Squares Total	Independence Rating	Squares Posts	F	p	Significant Difference
21 year 33 year 55 year	**Between Groups**	187,312	2	93,656	5,434	0,004	33 yıl – 21 yıl 33 yıl – 55 yıl
	Intra-Group	25802,088	1497	17,236			

Table XXI. The Relationship Between Organizational Intelligence with the Year of Activity

	N	Average	Standard Deviation
21 year	490	41,4673	3,98719
33 year	214	40,5701	4,30550
55 year	796	41,6193	4,20836
Total	1500	41,4200	4,16387

The relationship between organizational levels of operating companies with intelligence and Table-21 are summarized in Table-20. Company with respect to operations conducted statistical analyzes of organizational intelligence is showing a difference. When compared to firms operating in organizational intelligence is showing a difference was statistically significant difference ($F(2.1497) = 5.434$, $p = 0.004 < 0.05$).

According to the results, the participants who average 21 years of operating companies (41.4673 ± 3.98719), the participants were 33 years of activity (40.5701 ± 4.30550) high. Average of 55 years of operating companies of the participants (41.6193 ± 4.20836), the participants were 33 years of activity (40.5701 ± 4.30550) high. This result is statistically significant differences between organizational intelligence and the company stated that the operating year supported the hypothesis H1.7. According to this hypothesis was adopted H1.7.

Table XXII. Organizational Intelligence with the Company Sector (Sector) Analysis of Variance showing the relationship between

	Variance Supply	Squares Total	Independence Rating	Squares Posts	F	p	Significant Difference
Coal mining Ceramic Industry Industrial Raw Material Mining	Between Groups	203,986	3	67,995	3,945	0,008	Kömür işletmeciliği - Seramik Sanayi
	Intra-Group	25785,414	1496	17,236			

Table XXIII. Organizational Intelligence with the Company Sector (Sector) Relationship

	N	Average	Standard Deviation
Coal mining	214	40,5701	4,30550
Ceramic Industry	796	41,6193	4,20836
Industry Industrial Raw	319	41,3323	4,19822
Material Mining	171	41,7193	3,55836
Total	1500	41,4200	4,16387

The relationship between Organizational intelligence sector and firm levels are summarized in Table-22 and Table-23. According to the company sector is showing a difference of organizational intelligence was statistically evaluated. When compared to firms operating in organizational intelligence is showing a difference was statistically significant difference (F (3.1496) = 3.945, p = 0.008 <0.05). Company of the participants ceramic industry sector average (41.6193 ± 4.20836), the participants in coal mining (40.5701 ± 4.30550) high. This result is statistically significant differences between organizational intelligence and industry stated that the company supported the hypothesis H1.8. According to this hypothesis was adopted H1.8.

Table XXIV. Independent samples showing the relationship between the position of Organizational Intelligence Single Factor Analysis of Variance

	Variance Supply	Squares Total	Independence Rating	Squares Posts	F	p
Worker Office Worker Master or foreman Middle Level Manager Senior Executive	Between Groups	103,422	4	25,855	1,493	0,202
	Intra-Group	25885,978	1495	17,315		

Table XXV. The Relationship Between Organizational Intelligence with the position

	N	Average	Standard Deviation
Worker	487	41,2875	4,43326
Office Worker	251	41,2749	4,05366
Master or foreman	308	41,5097	4,08181
Middle Level Manager	332	41,8283	4,09156
Senior Executive	122	40,9098	3,60212
Total	1500	41,4200	4,16387

The relationship between the position of Organizational Intelligence and task levels are summarized in Table-24 and Table-25. According to the position of the task of organizational intelligence is showing a difference was statistically evaluated. When the task is showing the difference according to the position of organizational intelligence (F (4.1495) = 1.493, p = 0.202> 0.05), respectively. These results showed a statistically significant difference was detected. No significant difference between the position of organizational intelligence and stated that the task be supported hypothesis H1.9. According to this hypothesis was rejected H1.9.

5.3. Organizational intelligence and analysis results showing the relationship between manager and employee performance

Hypothesis testing will be included in this section are designated for research. There will be a variety of statistical data in order to test the specified hypotheses.

Table XXVI. Showing the relationship between intelligence and Executives Organizational Performance Pearson's Correlation Coefficient

		Organizational Intelligence
Performance	Pearson's Correlation Coefficient	0,204
	p	0,000
	N	454

The relationship between intelligence levels of organizational performance and managers are summarized in Table-26. Administrators to add INT impact on organizational performance (r = 0.204, p = 0.000 <0.05), respectively. With a low level of performance of the managers of Organizational Intelligence, has a positive and significant relationship. Accordingly, the performance of the managers said to have increased with increasing organizational intelligence. The coefficient of determination (r2 = 0.042) considering the performances of the managers of the total variance (change) 4.2% intelligance due to organizational Paste said. Hence increasing the performance of the managers said that use of organizational intelligence. A positive relationship between organizational intelligence and performance of managers stated that the H2 hypothesis was accepted.

Table XXVII. Showing the relationship between employee performance with organizational intelligence Pearson Correlation Coefficient

		Organizational Intelligence
Performance	Pearson's Correlation Coefficient	0,321
	p	0,000
	N	1046

The relationship between intelligence and employees' levels of organizational performance are summarized in Table-27. Organizational add INT impact on employee performance (r = 0.321, p = 0.000 <0.05), respectively. Moderate level of employee performance Organizational Intelligence, has a positive and significant relationship. Accordingly, an increase organizational intelligence can be said that the performance of the employees increases. The coefficient of determination (r2 = 0.10) considering the performances of the managers of the total variance (change) caused 10% of the organizational intelligance said. Hence increasing the performance of employees said that use of organizational intelligence. This result is a positive relationship between employee performance with organizational intelligence is an expression that supports the hypothesis H3. Accordingly, H3 hypothesis has been accepted.

Result

The results obtained are itemized as follows.

1. Found a significant relationship between organizational intelligence and gender. According to this hypothesis was rejected H1.1. Hence there is no significant effect of gender on organizational intelligence can be said.
2. Found a significant relationship between organizational intelligence and age. According to this hypothesis was rejected H1.2. Looking at the factors that affect organizational intelligence, the result obtained here between the age factor could be argued sıralanamayacağı.
3. Found a significant relationship between organizational intelligence and level of education. According to this hypothesis was rejected H1.3. According to the result obtained with this hypothesis, level of education of respondents said that organizational intelligence, and therefore has no effect on performance.
4. Found a significant relationship between organizational intelligence and section. According to this hypothesis was rejected H1.4. According to the result obtained with this hypothesis, the employees and the department in which they work can be argued that a significant relationship between organizational intelligence.

5. Found a significant relationship between organizational intelligence and years of employment. According to this hypothesis was rejected H1.6. Organizational intelligence is not related to being more than can be said of work.
6. Organizational intelligence and company was found to be a significant relationship between the operating year. According to this hypothesis was adopted H1.7. Not create a significant difference in the working of the participants, the study consisted of a significant difference in activity of the firms. Hence, firms operating in many years of organizational intelligence can be argued işletebildikleri more comfortable. In this sense, organizational intelligence, organizational performance of members of the organization development, professional knowledge to analyze jointly, meaning the organization talk about intelligent behavior, willingness to communicate, being associated with the partnership of the association and the ability to assess the business for many years.
7. Organizational intelligence and has been found to be a significant relationship between firm sector. According to this hypothesis was adopted H1.8. Participants in research ceramic industry sector participants in the coal mining business line, according to the participants' organizational intelligence has been given more space. Hence there are also differences in terms of organizational intelligence could be called using the capacity of the sector.
8. Organizational intelligence and found a significant relationship between position in the task. According to this hypothesis was rejected H1.9.
9. A positive relationship between organizational intelligence and performance of managers stated that the H2 hypothesis was accepted.
10. A positive relationship between employee performance with organizational intelligence is an expression that has been accepted hypothesis H3.

The following recommendations are explained in accordance with the above mentioned results.

1. The organization must obtain the internal and external environment information.
2. Departments and members of the organization share the information it receives.
3. Encourage the sharing and distribution of knowledge learning, the acquisition of new knowledge and the acquisition of new behaviors should be provided.
4. Information by members of the organization will be interpreted correctly and everyone has the same meaning.
5. The organizational structure should be flexible nature of encouraging learning.
6. The organization should provide the best response to the expectations of our customers and employees.
7. Employees subject of continuous learning are important to them, and as a matter of priority must face.
8. Everyone in the organization should be able to articulate their own thoughts and others' valuations should be willing to offer.
9. Enriched personal learning opportunities in business through team work.
10. To learn how employees must receive training in the systems approach.
11. Identification and solution of problems in the organization should be monitored in a systematic way.
12. Support the efforts of senior management to learning organization.
13. Members should have the authority to take decisions on important issues affecting the organization.
14. Work environment and organizational culture supports employees must be able to communicate with each other and share information.
15. Climate tutorial on the organization and the employees should be allowed to learn by trial and error.

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