ORGANIZATIONAL INTELLIGENCE AND CORPORATE RESILIENCE

Miidom, Dumbor Frank
Department of Management, Faculty of Management Sciences, Ignatius Ajuru University, Port Harcourt, Nigeria
frankmiidom@gmail.com

Okoroafor, Chigozie Ego Angela
Department of Management, Faculty of Management Sciences, Ignatius Ajuru University, Port Harcourt, Nigeria
angelsparable@yahoo.com

Mabel, Uchenna Ibe
Department of Management, Faculty of Management Sciences, Ignatius Ajuru University, Port Harcourt, Nigeria
maybelle2ng@gmail.com

ABSTRACT

This study examined how corporate resilience is enhanced by organizational intelligence. The objective of the study was to examine how dimensions of organizational intelligence with regards to strategic vision, shared fate and knowledge deployment enhance corporate resilience. To achieve this objective the study reviewed some relevant literature. Based on the in-depth review of related literature, the study found that strategic vision, shared fate and knowledge deployment are crucial to corporate resilience. Therefore, the study found that organizational intelligence improves corporate resilience. The study drew conclusion from the findings that lack of organizational intelligence affects organizational resilience because business organizations failed to develop organizational intelligence through strategic vision, shared fate and knowledge deployment to improve organizational resilience. The study recommended that firms should develop and set strategic vision to have a focus on where they need to be in the near or long term future as it will assist them to become robust and adaptable to changes that may emerge in the business environment. Firms should cultivate shared fate which will enable the organizational members to obey the command to serve at the lowest level of the organization, in terms of orderliness and structure bound operations as this will improve firm's robustness and adaptive capacity. Firms should appreciate knowledge and apply all of it in solving organizational problems as this will enhance robustness, improve firm's adaptive capacity and organizational resilience.

Keywords*: Organizational intelligence, strategic vision, shared fate, knowledge deployment, robustness, adaptive capacity.*

Introduction

In this era of globalization, organizations tend to face more unprecedented and increased number of potential threads and disruptions that emanated from the internal and external environment of the organizations. Either disruption from natural phenomenon, or disasters that are caused by human's activities. Whatever be the case, firms needs to pay more attention to its environment in order to survive. The ability of firms to be vigilant in its operations has been termed 'resilience' (Walker et al., 2009). This show that at organizational level or corporate level, firms need to secure its infrastructure and assets, protect their service delivery channels and other related aspect of their business operations in order to survive.

Smit and Heandel (2006) noted that for the past decades the idea of resilience was only attributed to processes and functions like risk management, business continuity crisis management, information security, physical security and IT disaster recovery. However, in present times, the notion of resilience has extended to the degree of adaptability, flexibility or the ability of firms to cope with the change and transformability (Walker et al., 2003). Scholars and researchers from academics have moved from the traditional meaning of resilience to these broad and understandable measures of resilience which capture the interest of modern business operators. The modern concept of resilience recognizes that processes and functions are important elements of any organizational resilience. Firms that are resilience protects the organization from potential harmful effect and are more concerned with future and present disasters.

Resilience helps the organization to adapt to changes and assists in building their capacity for learning and adaptability (Folke et al., 2002). In many instances resilience has help firms to save more costs, resources and better handle disturbances that seek to destroy firms operations. A resilient organization noticed changes that accessed in the external environment and create the need to constantly review the position of the firm's vision, its values, ethos and culture, the contribution of its capabilities and assets such as buildings, people, equipments, information and designs, the effectiveness of its procedures, activities and services and firms willingness to take risk in protecting all of these important factors (Folke et al., 2002). Thus, the benefits of corporate resilience cannot be over emphasized.

Although scholars have examined factors that affect corporate resilience, but much attention have not been extended to organizational intelligence as an influential factors that can mitigate against resilience. The few research studies that examined organizational intelligence only relate it to other variables other than corporate resilience and thereby provided just a myopic view of organizational intelligence in the context of business organizations. Further review of literature shows that organizational intelligence enable firms to be resilient and possessed greater degree of strategic knowledge and vision, appetite for change, heart, shared fate, knowledge deployment, performance pressure, alignment and congruence (Yaghoubi, Salehi. & Nezhad, 2011) based on Albrecht's organizational intelligence model. Some of these variables were adopted in this study and examined them on how they enhance corporate resilience to fill this gap in literature.

Statement of the Problem

The desire of every organization is to survive and continue functioning. However, certain factors surround business operations which demand more resilience in practice. Many organizations failed and fade out of business operations based of poor corporate resilience or no corporate resilience in practice. This emanated from failure to frequently scan the external

environment for potential threats (Gallopin, 2006; Hamel &Valikanges, 2003). Failure to provide advanced planning for potential disasters (man-made or natural disaster) is another problem. Inability to manage resources effectively, and failure to train employees to adapt to changes in the business environment has caused failures to many firms towards the preparation for occurrence of future disturbances (Dalziell & McManus, 2004: Coutu, 2002; Borneman, 2005).

All of these distort the organizations from being resilient in their business operations. Poor adapting capability by managers and employees in face of disruption and lack of making quick response to the disruptive situations has resulted in loss of assets and resources necessary for the organizations operations. These problems have demanded a critical review of the concept of resilience in firms. Additionally, the concept of organizational intelligence which is the influential factor for resilience as proposed in this study would also be examined so as to determine its influence on resilience in order to establish suggestions that will enhance the resilience concept in firms.
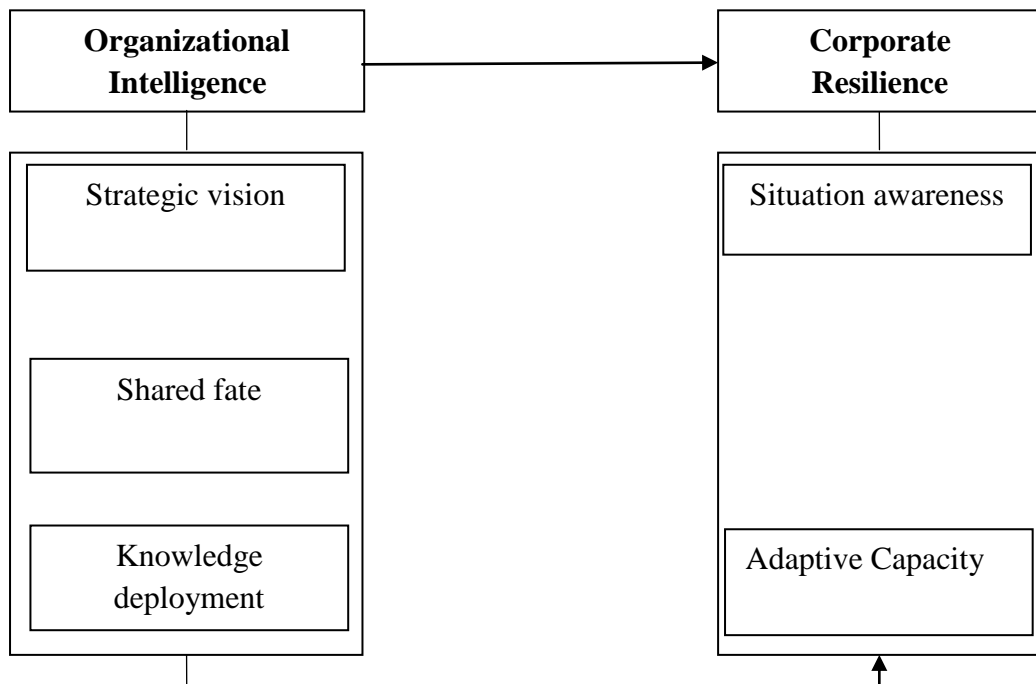
Conceptual Framework

Fig. 1 Conceptual Framework of organizational intelligence and corporate resilience.

Source: Dimensions of organizational intelligence by Albrecht (2003). Measures of corporate resilience by Umoh et al. (2014).

Aim and Objectives of the Study

The research examined how organizational intelligence enhances corporate resilience. However, the objectives are to:

i. Ascertain how strategic vision enhances robustness.
ii. Examine how strategic vision enhances adaptive capacity
iii. Ascertain how shared fate enhances robustness

iv.   Ascertain how shared fate enhances adaptive capacity
v.   Ascertain how knowledge deployment enhances robustness
vi.   Ascertain how knowledge deployment enhances adaptive capacity

Research Questions

The following research questions were formulated to provide answers through review of relevant literature and to guide the study:

i.   How does strategic vision enhances robustness?
ii.   How does strategic vision enhances adaptive capacity?
iii. How does shared fate enhances robustness?
iv.   How does shared fate enhances adaptive capacity?
v.   How does knowledge deployment enhances robustness?
vi.   How does knowledge deployment enhances adaptive capacity?

Significance of the Study

This research study is designed to provide the necessary values to firms in the area of corporate resilience. The realization that organizational intelligence is an important concept in terms of resilience will no doubt enable firms to see the need to be more resilient in business operations as disruptions are bound to occur based on the changing business environment that organizations found it today. The study will help management in coordinating resources effectively and efficiently in tackling the disasters that could damp the objectives of business operations. Scholars knowledge will also be enhanced by the argument presented of the fact that organizational intelligence is treated in this work as a determining factor for corporate would will triaged debates in literature, thereby improves scholars understanding of the concept of organizational intelligence and corporate resilience better.

REVIEW OF RELATED LITERATURE

Concept of Organizational Intelligence

This is the firm's ability to deploy all possible resources (human and material) as the organizational pressed on creativity and gathering all relevant information possessed by individuals in the organization and other possible source for managing organizations (Cheema-Fox et al., 2020). In this way, the present study approached organizational intelligence from cognitive, behavioural and organizational perspectives. According to the cognitive approach, organizational intelligence is something that an organization possesses, over which it acts and thereby modifies its environment. Cognitive theory emphasizes the computational perspective and mental representations exemplified by behavioral decision-making research in the fundamentals of information processing arena. Individual intelligence is therefore defined as the capacity to analyze knowledge in order to solve issues or fulfill task difficulties. Because organizations contain information processing systems, they have intelligence, according to the cognitive viewpoint, which emphasizes a logical formal structural approach that underlines intelligence as a fixed attribute of organizations (Ali et al., 2007). This "fixed property" perspective of intelligence asserts that intelligence exists in all organizations, and that neither the organizations nor the people inside them are dumb. According to this school of thinking, organizational intelligence is defined as the capacity to analyze information in order to solve issues or fulfill task obstacles. The information-processing capabilities structures, such as capacities to obtain information, analyze it,

disseminate it, store it, and apply it, are the components of organizational intelligence from a cognitive viewpoint (Huber, 1991).

Intelligence, according to the behavioural school of thinking, is a trait characterized, if not constrained, by actions. In his paper "The Myth of Intelligence," Schlinger (2012) argues that intelligence is neither a substance nor a constant amount, but rather a phrase similar to mind or personality in which the only objective referents are the actions that occasion the terms. He specifically advises that one should evaluate the term in order to fully comprehend this notion. He explains that the term intelligence derives from the Latin intellegere, which means "to perceive or understand," and is derived from the words inter, "between," and legere, "to gather, pick, or choose" (Schlinger, 2012). He goes on to say that these roots pertain to activities, such as collecting, selecting, and choosing, rather than assumed essence or attributes.

Thus, according to Schlinger (2012), intelligence, or intelligent action is what is noticed when an individual observes and makes an appropriate decision (i.e. responds to links between or distinctions among contexts) (i.e. reacts to relationships between or differences among situations). In this sense, intelligence is linked to and evidenced by adaptive behaviour, which includes attaining objectives and fulfilling personal interests and motivations. According to Staber and Sydow (2002) the adaptive capability constructs such as multiplexity, redundancy, and loose coupling are components of organizational intelligence from a behaviorist's viewpoint. The amount and variety of relationships between players in organizations is referred to as multiplexity. Multiplexity, in essence, refers to the degree to which the same individuals are active in numerous networks inside an organization. Multiplexity enables employees to share knowledge throughout an organization and to access a range of viewpoints. As a result, it facilitates the formation of a common organizational consciousness (Staber & Sydow, 2002)

Analyses at the organizational level have a similar perspective on intelligence. According to this school of thinking, an organization's intelligence is shown when it adapts to changing situations, difficulties, and other concerns by adjusting its behaviour (Doise & Mugny, 1984). In this meaning, intelligence refers to an organization's ability to modify its behaviour. The ability of a company as a whole to acquire information, innovate, develop knowledge, and act successfully based on that knowledge is referred to as organizational intelligence. However, the fact that organizations performed badly does not mean that they lacked the skills demanded of them, nor does it imply that they were lacking in intellect (Yolles, 2005). The intellectual capacity of an organization to combine human and technological (information and communication) capabilities in order to solve particular organizational challenges is referred to as organizational intelligence (Simic, 2005). It is defined as the capacity of members to improve organizational performance, collaborate on knowledge development, and explore the significance of organizational learning inside the organization. Organizational intelligence, according to Albrecht (2003), is an organization's ability to employ all of its mental skills to accomplish its objective. Furthermore, discovered that if organizations use their organizational intelligence to its full potential, diversity in a firm's financial resources will be created, new product and service provision will be improved, and new markets will be developed, resulting in positive organizational intelligence innovation performance.

Organizational intelligence, according to Albrecht (2003), is an organization's intellectual power that combines human and computer problem-solving skills. This means that organizational intelligence combines or aggregates people' network of knowledge with the usage of technology and experiences to solve challenges encountered by such companies.

This also implies that the firm's capacity to address issues is contingent on the availability of information take-in and problem-solving procedures. Given the relevance of organizational intelligence, Prejmercan and Vasilache (2007) provide a different concept. In this case, they describe it as an organization's capacity to use genetic algorithms-like techniques to creatively mix information held by people and relationships (Prejmercan &Vasilache, 2007). It might be claimed that organizations ' actions are intertwined with a slew of issues that need resolution.

The intelligence of the company, based on the availability of information and machines that are employed in delivering solutions to such difficulties, would then be used to address these challenges. As a result, humans become the most important player in this scenario. If we review Matsuda's (1988) concept of organizational intelligence, we may end up characterizing organizational intelligence as including all of an organization's conceivable manpower and, as a result, sum it up as involving the collective problem-solving capabilities of organizational members (Yaghoubi et al, 2011). Organizational intelligence is evaluated from a process viewpoint in this scenario. However, in this research, Albrecht (2002), as referenced by Yaghoubi et al., (2011), employed three dimensions: strategic vision, sharing fate, and knowledge deployment. These factors were chosen because they may give a better predictor of changes in the study's dependent variable (corporate resilience) than the other variables. Furthermore, these factors have a common understanding trend that runs across them, which will be shown as the discussion progresses.

Strategic vision

Vision is a long term strategy to attaining goal of the organization (Robbins et al., 2011). An intelligent organization must have developed a vision for the organizational members in their operations. Yaghoubi et al. (2011) see it appropriate that vision helps organizational members to have a focus on where they need to drive the organization to in the near or long term future as they perform their duties. Therefore, intelligent firms must have a meaningful and compelling statement of vision, mission or key principles that guides the firm. This shows that effectiveness of organization lies in the ability to motivate subordinates toward collective mission or vision.

Shared Fate

Shared fate is another critical dimension of organizational intelligence as would be exposed in this study. The reason for this is that no organization can function and achieve its goals and objectives without employees or subordinates who obey the command of serve at the lowest level of the organization, in terms of orderliness and structure bound operations. Hence, organizational intelligence had depends on the extent to which the management of the organization share plans, procedures, priorities and operating outcomes with the subordinates (Yaghoubi et al., 2011). This has made Albrecht (2003) to define organizational intelligence as the capacity of an organization to mobilize all its man-power and to focus on the brain power in achieving its mission (Albrecht, 2003). This emphasizes the reason for knowledge transfer, knowledge storage and effective knowledge management (Nonaka, & Takeuchi, 1995); Spender; 1996). The extent to which members of the organization believed in the firm's vision for success.

It is possible that most employees do not believe in the vision of their organization as a result of lack of leaders to share plan, delegate authority and responsibilities as well as communicating effectively through employees' involvement and participation in decision making (Albrecht, 2002; Yolles, 2005). In this case, we can argue that shared fate is highly

practical when members in the organization are involved in decision making and other essential activities that demand critical attention. Therefore, organizations that withstand threats, disruptions and catastrophe involve its members in decision making, preparedness, and delegate responsibilities. Thus, a resilient organization must ensure that there is a shared fate in the organization and frequent communication for effective coordination of the system for survival that improves on present situation will depend how intelligent the organizational leaders degree of intelligence. The ability to coordinate resources effectively, and driven members of the organization in face of disturbances to actualize the vision of the organization also depends on intelligence of the leaders.

Intelligent organization from time to time review the strategic mission of the organization whether there exists any deviation from the vision set in which all executives including selected knowledgeable subordinates are involve in assessing the extent to which the organization is driven so as to ensure that all effort are directed towards the attainment of the organizational vision (Yaghoubi et al, 2011). Strategic priorities are also based on the vision and the alignment of human capabilities and resources which are positional in the direction of the organizational vision. Intelligent firms prevents disruptive phenomenon that could obscure the strategic vision through knowledge and technology and thereby revitalize its strength and strategies to be where the vision of the firm pointed to be in future Collins and Porras (1994) claimed that the main component of organizational success depends on a strong vision that can influence employee productivity. Therefore blending strategic vision with the performance of the organization of a shared understanding with members to work toward the accomplishment of the organizational set vision (Collins & Porres, 1994). Therefore, the ability to articulate a realistic, credible and attractive vision for the future depends on how they deploy organizational intelligence in their operation.

Knowledge Deployment

In this study, the final consideration under organizational intelligence is knowledge deployment. Organization that seeks knowledge and refused to use the knowledge to the benefits of the organizational member is likened to a farmer who possesses sharpened cultivating tools but does not know how to make use of them to achieve its goals. Yaghoubi et al. (2011) argue that an intelligent organization appreciate knowledge and for it to be deployed effectively need appreciations. The appreciations in this regard could be expressed as the intelligence to apply all of knowledge acquired in solving organizational problems. In recent times, based on the changing nature of business environment, mechanisms have been proposed and adopted in deploying knowledge order than traditional human thinking. Technological devices that pierce into distance environment like space and other situations are possible for prediction on the environment danger looming ahead of business operations. Forecasting devices by means of science have been able to predict rainfalls and other whether, and ecological phenomenon that can affect business operations physically and otherwise (Yaghoubi et al. 2011). These mechanisms are used in knowledge deployment and as such required that intelligent firms should be effective in these areas for possible disruptive consequences that may occur in the business place and its environment.

In recent cases of knowledge deployment reality were evidenced in hurricane prediction in some part of the America continent and other areas where flood predicted evacuate thousands of homes. Knowledge deployment also enables organization to save costs thereby provide other opportunity to expand their scope of operations through further investments. Many organizations today train and retained their organizational members to acquired needed knowledge that will assist the organization in withstanding disruption and other negative or

man-made disasters that may affect the smooth functioning of the organizational operations (Hamel & Valikangas, 2003; Coutu, 2002; Barnaman, 2005). This implies that education plays an important role in knowledge deployment. Thus, corporate resilience will depend on the extent to which knowledge is deployed in solving management and organizational problems.

Concept of Corporate Resilience

Madni and Jackson (2009) define resilience as the capacity to predict a perturbation, adjust to it, and recover as much as feasible to the pre-perturbation condition. Many notions come from definitions of organizational resilience, according to McManus et al. (2008), including awareness of the environment, degree of preparedness, anticipation of disturbances, adaptability, capacity to recover, and so on. The capacity of organizations to absorb shock or create resilience in the face of disruptions in their environment reflects their level of preparedness.

In their reasoning, Amah and Daminabo-Weje (2004) believe that effective companies are those who understand the changing character of their environment (Competitors, technology, the availability and cost of finance, taxation, government policy and their customer needs and expectations). They argue that a successful organization should grow like a resilient eco-system that is continually adapting to changing external conditions in this respect. Organizations are always subject to a variety of dangers due to their restless and turbulent commercial activities. In these contexts, businesses must be flexible, adaptive, and innovative in order to adjust to changing situations, implying organizational resilience.

Walker et al. (2003) corporate resilience as the ability and capability to resist systemic shocks to business as usual and adapt to a new risk environment. They also claim that a resilient business may effectively converge strategic, operational, managerial, corporate governance, and decision support systems to respond to ever-changing risks and disturbances in order to gain a competitive edge over competitors. (Erol et al., 2010) describe "resilience engineering" as a new paradigm that emphasizes the significance of defining resilience and promotes the establishment of methods to examine and plan to increase business resilience. Managers of resilient businesses, should comprehend the environment in which they operate at the board level, and be aware of changes that may pose a risk to their people, facilities, activities, services, and supply chains. Managers, he claims, must comprehend the increasingly complex cultural, political, legal, regulatory, economic, technological, natural, and competitive context in which they operate, as well as monitor key issues and trends that may affect the organization's objectives and the perceptions and values of external stakeholders.

According to Erica (2006), organizations that are unprepared for a crisis have severe economic consequences. When we look at the loss of skilled capabilities in particular workforces owing to an unforeseen tragedy or crisis, or the loss of important leaders due to death or inability to execute their tasks, the need of businesses being resilient becomes clear. In the context of a system of systems, Haimes et al. (2008) also examine the emergent trait of resilience. They imply that the system of systems performs functions and accomplishes goals that are not found in any of the component systems, and that these behaviours are emergent features of the whole system of systems rather than the behaviour of any one component. They also underline that component systems are usually created separately (rather than as part of a larger system), operated autonomously, and then combined in a distributed and loosely coordinated process. The emergent features of a system of systems may therefore be

measured to some degree, but only if both component systems and their integration are known.

Situation Awareness

The term situation awareness was first used in connection with the military where pilots are required to understand, assimilate and act on large volumes of information in order to perform their roles (Endsley, 1995). Endsley, Bolte and Jones (2003: 13) define situation awareness as being aware of what is happening around you and understanding what that information means to you now and in the future". They go on to note that the term is usually applied to operational situations. One example of this is Masys (2005) application to airline operation and safety which argues that situation awareness is distributed across teams, groups and organizations, as well as human and machine agents. Masys (2005) draws on Stout and Salas (1998) and argues that situation awareness (SA) should be regarded as an essential requirement for competent performance in dynamic environments, with inaccurate and incomplete SA often leading to dangerous and life-threatening consequences" (Masys, 2005: 548). Crichton, Lauche and Flin (2005) echo this when they discuss incident command skills in the oil industry. They argue that situation awareness is a vital command skill in a crisis because the first step in decision making is to evaluate the situation. Roth, Multer and Raslear (2006) discuss the importance of shared situation awareness as an informal cooperative strategy between railroad workers which "facilitate work, and contribute to the overall efficiency, safety, and resilience…of railroad operations" (Roth, et al., 2006:967). This informal cooperative strategy, which occurs within the organization's culture, is the mechanism through which the organization shares or communicates their situation awareness. McManus et al. (2008) described this as the measure of an organization's understanding and perception of its entire operating environment. The ability of an organization to look forward for opportunities, identify crises and their consequences accurately and also understand the trigger factors for crises. Situation awareness also includes organizational awareness of the resources it has available, its minimum operating requirements and the expectations, obligations and limitations in relation to its community of stakeholders, both internally (Staff) and externally (Customers, suppliers, consultants etc).

Adaptive Capacity

The engagement and involvement of organizational staff so that they are responsible, accountable, and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long-term success is defined by Dalziell and McManus (2004)., the system's ability to respond to changes in its external environment and to recover from damage to internal system structures that impair its ability to achieve its goal." Adaptive capability is also linked to effective leadership and a culture that promotes clear communication, excellent working relationships, and a common vision throughout the firm, according to the authors. People are able to continually and continuously act to equal or surpass the demands of the company's operational environment in anticipation of, or in reaction to change, since the organization is inventive and creative. Dalziell and McManus (2004) go on to explain the distinction between adaptive capacity and vulnerability, which they claim are commonly used interchangeably due to the inclusion of adaptability in vulnerability definitions. Dalzille and McManus (2004) define vulnerability as the extent of divergence from the organization's initial condition to the point where substantial change or repercussions occur as a consequence of the catastrophe. The envelope or space in which the organization's

performance or catastrophe management swings until it achieves an equilibrium is what adaptive capacity is.

Managers and executives should improve the organization's absorptive ability to create 'bounce-back,' making it easier to monitor the environment for useful external information, assimilate it, and utilize it. Walker et al., (2002) describe adaptive capacity as a component of resilience that represents learning, flexibility to experiment and accept innovative solutions, and the development of generalized responses to a wide range of problems in a socio-ecological setting. Folke et al., (2003) established four characteristics of adaptive ability, as stated by Umoh et al., (2014):

i. Acquiring the ability to live with ambiguity

ii. Embracing diversity in order to reorganize and refresh

iii. Learning and teaching through combining various forms of information

iv. Fostering the ability to self-organize

For socio-institutions, Armitage (2005) adopts Folke et al. (2003) four dimensions. Adaptive capacity in a socio-institution context is determined by the characteristics of individuals, organizations, and institutions that promote learning in the face of change and uncertainty, such as willingness to learn from mistakes, collaborate on decision-making, and encourage institutional diversity. Adaptive capacity is described as an individual's or a group's ability or propensity to retain an exploratory attitude toward new conditions as they arise and to behave in response to changing circumstances. In this setting, two approaches to adaptive capability are used: socio-environmental and organizational. McManus is a fictional character (2007). The capacity of an organization to adapt is at the core of its ability to demonstrate resilient traits. The relevance of adaptation is discussed by Amah and Baridam (2012), who state that the goal is to gain an edge over less adaptable rivals. This shows that competitiveness and adaptive ability are connected.

The engagement and involvement of organizational staff so that they are responsible, accountable, and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long-term success is defined by Dalziell and McManus (2004), the system's ability to respond to changes in its external environment, as well as to recover from damage to internal system structures that impair its ability to achieve its goal." Adaptive capability is also linked to effective leadership and a culture that promotes clear communication, excellent working relationships, and a common vision throughout the firm, according to the authors. Dalziell and McManus (2004) go on to explain the distinction between adaptive capacity and vulnerability, which they claim are commonly used interchangeably since vulnerability definitions include adaptability

Theoretical Review

Two theories were used in this research to support organizational intelligence and company resilience. Organizational learning theory and the protective factor model of resilience are two of these theories. The next sections go through these ideas in depth.

Theory of Organizational Learning

The notion of organizational learning is concerned with the generation and application of knowledge inside a company. Learning occurs when individuals engage while identifying and addressing issues, according to organizational learning theory. The necessity of creating a learning culture inside an organization is emphasized by organizational learning theory. Chris Argyris is credited with developing the notion in 1977 while working on organizational double loop learning.

Organizations should, according to this theory:

i. Create a culture that encourages people to share their expertise.

ii. Give yourself time to absorb the lessons that failure may provide.

iii. Encourage personnel at all levels to keep learning on a regular basis.

iv. Allow people and teams to question the organization's status quo.

The different advantages that emerge in businesses that build a learning culture demonstrate the significance of organizational learning:

i. Increased work satisfaction among employees

ii. A lower rate of turnover

iii. Productivity, profitability, and efficiency are all up.

iv. Leader development at all levels

v. Increased flexibility across the company

Organizations are more competitive when they devote time and resources to building a learning culture and implementing organizational learning. One of the reasons why organizational learning is crucial is that it improves the capacity to adapt swiftly to rapidly changing market circumstances. An organization that accepts the lessons that may be learnt from failure and investigates its own processes will have a greater understanding of best practices and will be more adaptable. There is an equitable flow of knowledge in a setting where all workers are instructors and pupils, allowing each individual to contribute significantly.

Model of Resilience with Protective Factors

The research used the protective factor model of resilience since resilience is a theory in and of itself. There is an interaction between protection and risk factors in the protective factor model of resilience, which decreases the likelihood of a negative result and moderates the impact of risk exposure (O'Leary, 1998; Carver, 1998; Ledesma, 2014). This concept of resilience is based on developmental literature and systems theory. It suggests that, despite negative or disagreeable life situations, these protective variables promote good outcomes and healthy personality traits (Bonanno, 2004; Ungar, 2004). Emotional management abilities, intrapersonal reflective skills, academic and career skills, capacity to repair self-esteem, planning skills, life skills, and problem-solving skills were among the protective variables discovered (Ungar, 2004). These variables were discovered to help businesses be more resilient in their operations (Ungar, 2004).

Empirical Review

Che et al. (2015) studied the influence of organizational intelligence and its components on the competitive advantage of all Khuzestan Sina bank branches was investigated. Using tables and Morgan krejcie, this survey's statistical population consists of 220 Sina Bank managers, deputies, and senior members, as well as a simple random sample of 140 workers. Organizational intelligence evaluation questionnaires (Karl Albrecht) and competitive advantage questionnaires are among the tools (Doctor Mohammad Moghimi). The hypothesis test findings suggest that the project is on track and that organizational intelligence has a favourable and significant influence on competitive acquisition advantage. Apart from approach and observational notions, organizational intelligence may be regarded a strong instrument, according to the researchers. Along with improving the organization's environmental compatibility, a significant number of skills will be developed in the group, and the success coefficient will rise.

Using the Albrecht seven-dimensional model, Zeynabadi et al. (2014) assess the effect of organizational intelligence on job performance of Tejarat Bank north east area branch workers in Tehran. The target audience includes office administrators and employees from Tejarat Bank's east area branches who worked in 2013. Only 256 people were chosen from a total of 656, according to Krejcie and Morgan's table. Albrecht's organizational intelligence (2003) scale and Griffin, Neil, and Parker's job performance questionnaire (2007) are the scale instruments. They were 0.798 percent reliable. This research falls under the category of applied research and regression correlation. When the data was analyzed, it was discovered that four variables were involved in the regression equation: change appetite, alignment and congruence, knowledge deployment, and shared fate. Using this equation, we may deduce that the Alignment & Congruence index has the greatest effect on employee work performance, although the other three components also play a role.

Based on Karl Albrecht's concept, Marjani and Soheilipour (2012) investigated the link between organizational intelligence and employee performance at the Iran Branch of China National Petroleum Company. This study's statistical population includes all 115 workers of China National Petroleum Company's Iran Branch. Seven hypotheses were proposed to investigate the relationship between organizational intelligence components and indicators such as strategic vision, common fate, application of knowledge, performance pressure, intend to change, union and consensus, employee morale, and the dependent variable of staff performance in China National Petroleum Company's Iran Branch. The statistical testing of the hypotheses revealed that all seven hypotheses were accepted, and there is a substantial association between all of the aforementioned indicators and the performance of the personnel at China National Petroleum Company's Iran Branch.

Modeling organizational intelligence based on knowledge management was undertaken by Esfahani and Mir (2014). The research employed a structural equation model based on knowledge management at universities to analyze organizational intelligence. All workers of Islamic Azad University (Roudehen, Damavand, Pardis, and Bomehen branches and educational facilities) in Iran were included in the research, with a sample of 226 employees selected at random. Two questionnaires were used as study tools, and they were distributed at institutions. With a Cronbach's Alpha of 0.84, Albrecht's (2003) organizational intelligence questionnaire had 49 items with three underlying constructs of strategic vision, shared fate, appetite for change, heart, alignment and congruence, knowledge deployment, and performance pressure, and Sallis and Jones' (2002) knowledge management questionnaire had 42 items with ten underlying constructs of vision and mission, strategy, organizational

culture, intellectual, and performance pressure. Path study utilizing LISREL software revealed that knowledge management dimensions had a direct impact on organizational intelligence, with indices of 0.93. The model also revealed that in knowledge management, the factors of intellectual capital, leadership, and management had the most direct impact on organizational intelligence.

The link between organizational intelligence, innovation management, and career promotion in a company was investigated by Kahkha et al. (2015). This was a descriptive-correlational research, which was appropriate given the goal. All high school managers in Zahedan were included in the statistics population. The sample was made up of 52 male and 51 female managers who were chosen using a stratified random selection approach. From the perspective of managers, organizational intelligence and career advancement are sought; nevertheless, the position of innovation management is minima (Kahkha et al. 2015). Additionally, organizational intelligence and its elements were found to have a significant and positive link with innovation management, and also a significant and positive relationship with career advancement. Desire to change, spirit, unity and agreement, knowledge applicability, and performance pressure have all been demonstrated to be significantly linked to professional success. Components of strategic viewpoint and shared fate on the other hand, were not shown to be strongly connected to professional development. Furthermore, application of knowledge in the first phase and motivation to change in the second step were the greatest predictors of innovation management among the components of organizational intelligence. The sole variable that was included in the prediction model for professional progression was the application of knowledge. In terms of organizational intelligence, innovative management, and career progression, the results of an independent t-test revealed no significant differences between male and female managers.

Gholami et al. (2013) investigated the role of organizational intelligence and civic behaviour on sport workers' organizational performance. The study's technique was descriptive and correlational. There were 100 workers in the sample, and 90 of them completed and returned the surveys. Data was collected using three questionnaires: The Pearson correlation coefficient was employed to look at the correlations between variables, and the stepwise approach of multivariable regression was utilized to make predictions. Studying In both men and women, the findings of the connections between the variables revealed a positive and substantial association between organizational success and organizational intelligence and its subscales. Male workers showed a favourable and substantial association between organizational performance and citizenship behaviour and its subscales, however female employees did not show a meaningful relationship between the targeted variables. Finally, the findings of regression analysis revealed that organizational intelligence and citizenship behaviours, independent of employee gender, were the greatest predictors of organizational performance.

Abolhasani and Pargar (2020) evaluated the association between organizational intelligence, quality of work life, and job motivation with job burnout. The statistical population for the research was all of the employees at Fatemeh Alzahra Hospital in Naja, Ahwaz, of which 216 were chosen using a suitable selection procedure. The information was gathered using Albrecht's Organizational Intelligence Questionnaire (2002), Walton's Quality of Worklife Questionnaire (1975), Hackman and Oldham's Job Motivation Questionnaire (1976), and Maslach's Burnout Questionnaire (1985). To analyze the data in this research, SPSS-25 was used to calculate the mean, standard deviation, Pearson correlation coefficient, and multivariate regression. Results: This study's findings revealed that there is a substantial link

between organizational intelligence, work-life quality, and job motivation and burnout. Discussion and Conclusion: It is critical to identify the competencies, as well as personal and organizational resources, needed to successfully deal with pressure and tensions in the organization's management. Managers must promote job satisfaction and motivation of their team by hosting life skills workshops in order to improve the organization's performance and reduce job burnout. Effective interventions by managers and planners are critical in the execution of education programmes and empowering employees, as well as improving work motivation and offering opportunities for advancement in order to minimize employee burnout.

In Tehran University of Medical Sciences, Abbaspour et al. (2015) conducted research on the link between organizational intelligence and agility. Employees at Tehran University of Medical Sciences make up the research population. Using Morgan's table, a sample size of 164 persons was calculated. A convenience sample approach was used to obtain data using a questionnaire. Furthermore, the link between the two constructs was investigated using the Yusuf et al. (1999) Agility model and Albrecht (2003) organizational intelligence model. SPSS and AMOS were used to examine data. In the Tehran University of Medical Sciences, structural equation modelling revealed that organizational agility and organizational intelligence had a substantial and positive link. Agility, they conclude, is a new and innovative approach to mass production and distribution of goods and services that will allow businesses to thrive in an environment characterised by constant and unexpected change. Agile production demands the usage of additional resources beyond the availability of a single source.

Summary of Review of Related Literature
The chapter discussed conceptual framework; the meaning of organizational intelligence, the dimensions of organizational intelligence, organizational resilience, and measures of organizational resilience. The study also examines empirical review of works of past scholars which were relevant to the present study. Based on the empirical review, it was discovered that several studies have been conducted on organizational intelligence and organizational performance but very limited work has been done on how organizational intelligence enhances corporate resilience. Thus, the present research study would stand to close the gap in the literature.

Findings

Strategic vision enhances robustness and adaptive capacity: An intelligent organization must have developed a vision for the organizational members in their operations and this will help them to be robust and take pro-active actions in prevention of potential disasters (Coutu, 2002). It needs firms to take precautionary measures by means of physical and outcomes that mitigating against firms operations. Robust may also involve tactical actions geared towards identifying and prevention disaster or disruptions require preparedness efforts which are more demanding in fighting against disasters and threats.

Shared fate enhances robustness and adaptive capacity: The reason for this is that no organization can function and achieve its goals and objectives without employees or subordinates who obey the command of serve at the lowest level of the organization, in terms of orderliness and structure bound operations. Hence, organizational intelligence had depends on the extent to which the management of the organization share plans, procedures, priorities and operating outcomes with the subordinates (Yaghoubi et al., 2011). The extent to which members of the organization believed in the firm's vision for success.

Knowledge deployment enhances robustness and adaptive capacity: Yaghoubi et al. (2011) argue that an intelligent organization appreciate knowledge and for it to be deployed effectively. The appreciations in this regard could be expressed as the intelligence to apply all of knowledge acquired in solving organizational problems. In recent times, based on the changing nature of business environment, mechanisms have been proposed and adopted in deploying knowledge order than traditional human thinking. These mechanisms are used in knowledge deployment and as such required that intelligent firms should be effective in these areas for possible disruptive consequences that may occur in the business place and its environment.

Conclusion

From the above, it is obvious that organizational intelligence enhances organizational resilience through strategic vision, shared fate and knowledge deployment. While organizational intelligence incorporates robustness and firms' adaptive capacity. The study draws conclusion from the findings that lack of organizational intelligence affects organizational resilience because business organizations failed to develop organizational intelligence through strategic vision, shared fate and knowledge deployment to improve organizational resilience.

Recommendations

Based on the in-depth review of related literature, the following recommendations were postulated to provide solutions to the issue of organizational intelligence and how it can be used to improve organizational resilience.

i. Firms should set strategic vision that will help organizational members to have a focus on where they need to be in the near or long term future as it will assist them to become robust and adaptable to changes that may emerge in the business environment.

ii. Firms should cultivate shared fate which will enable the organizational members to obey the command to serve at the lowest level of the organization, in terms of orderliness and structure bound operations as this will improve firm's robustness and adaptive capacity.

iii. Firms should appreciate knowledge and apply all of it in solving organizational problems as this will enhance robustness, improves firm's adaptive capacity and organizational resilience.

Contribution to Scholarship

The study treated organizational intelligence from three perspectives (cognitive, behavioural and organizational) which provided better understanding of the concept. Although the study did not engage in statistical analysis of data in the research but the evidenced gathered from existing literature shows that organizational intelligence enhances organizational resilience. This relationship has not been fully established by past researchers. Hence, the present study contributed to literature though its findings on how organizational intelligence improves organizational resilience. Again, the theoretical foundation of the present study add more to the understanding of the concept by combining two theories (organizational learning theory and protective factor model of resilience) to explain how organizational intelligence enhances corporate resilience in literature.

Furthermore, the study add to existing works on organizational intelligence and organizational resilience through development of a conceptual framework that incorporates three dimensions of organizational intelligence (strategic vision, shared fate and knowledge deployment) and two measures of organizational resilience (robustness and adaptive capacity) to explain how organizational intelligence enhances organizational resilience in literature.

References

Abbaspour, A., lireza Golabdoust, A., Golabdoost, N. & Golabdoust, T. (2015). A study on the relationship between organizational intelligence and organization agility in Tehran university of medical sciences. *International Journal of Asian Social Science, 5*(11), 626-640.

Abolhasani, R. S. & Pargar, F. (2020). The Relationship between organizational intelligence, quality of work life and job motivation with job burnout in Fatemeh Al-   Zahra Hospital Staff in Naja *Ahvaz. Archives of Pharmacy Practice*, *11*(1), 12-15.

Albrecht, K. (2003). *Organizational intelligence and knowledge management: thinking outside the silos*, 1-17.

Ali E. A. Byrne, J. & Keskin, H. (2007). Organizational intelligence: a structuration view. *Journal of Organizational Change Management, 20(*3), 272-289.

Amah, E & Weje, M. (2004). *Fundamentals of management*. Davidstone Publishers.

Amah, E. &Baridam, D. (2012) Adaptability and organizational effectiveness: A Study of the Nigerian Banking Industry. *International Journal of Business and Management Tomorrow, 2*(3), 5-9.

Armitage, D. (2005). Adaptive capacity and community-based natural resource *Management. Environmental Management, 35*, 703–715. https://doi.org/10.1007/s00267-004-0076-z

Brooks, R., & Goldstein, S. (2004). *The power of resilience: Achieving balance, confidence, and personal strength in your life* (1st ed.). McGraw-Hill Education:

Btandon- Jones, E., Squire, B., Autry, C. & Petersen, K. (2014). A   contingent resource-based perspective of supply chain resilience and robustness.   *Journal   of Supply Chain Management, 50*(3), 2-12. https://doi.org/10.1111/jscm.12050.

Carver, C.S. (1998). Resilience and thriving: models issues and linkages. *Journal of Social Issues, 54*(2), 245-266.

Che, M. S., Rahimi, F. & Ghanbar A. (2015). The impact of organizational intelligence and its components on the competitive advantage of all the branches of Khuzestan Sina bank. *Science Journal, 36*(3), 4-8.

Cheema-Fox, A., LaPerla, B., Serafeim, G. & Wang, H. (2020). Corporate resilience and response during COVID-19. *Electronic Journal.* 10.2139/ssrn.3578167.

Collins J.C., & Porras. J.I. (1994). *Built to last: successful habits of visionary companies*. Harper Business publishers.

Coutu, D. (2002). How resilience works. *Harvard Business Review*, *80,* 46-50.

Doise, W. & Mugny, G.1984). *The social development of the intellects*. Pargamon press.

Erica, S. (2006). *Resilience: What does it mean for an organization*? CAE Billetin.

Erol, O., Devanandham, H. , Sauser, B. & Mansouri, M. (2010). Perspectives on measuring enterprise resilience. *IEEE International Systems Conference Proceedings*, 587 - 592. https://doi.org/10.1109/SYSTEMS.2010.5482333.

Esfahani, A. M. & Mir, M. R. (2014). Modeling organizational intelligence based on knowledge management. *Indian Journal of Fundamental and Applied Life Sciences*, *4*(S4), *4*(4), 178-179.

Folke C, Colding, J. & Berkes, J. (2003. Synthesis: building resilience and adaptive capacity in social-ecological systems. 352-387

Folke, C., Carpenter, S., Elmqvist, T., Gunderson, L., Holling, C.S., & Walker, B. (2002). resilience and sustainable development: building adaptive capacity in a world of transformations. *A Journal of the Human Environment, 31*(5), 437-440.

Gallopín, G. (2006). Linkages between vulnerability, resilience, and adaptive capacity. Global *Environmental Change*, *16*, 293-303.

Gholami, T, Hossein, S. & Parivash, N. (2013). Organizational intelligence and citizenship behavior in organizational success. *European Journal of Zoological Research, 2*(6), 63-69.

Griffin, M., Neal, A. & Parker, S. (2007). A new model of work role performance: positive behavior in uncertain and interdependent contexts. *Academy of Management Journal. 50*. https://doi.org/10.5465/AMJ.2007.24634438.

Hamel, G. & Välikangas, L. (2003). *The quest for resilience. Harvard Business Review. 1*(2), 63, 131.

Huber, G. (1991). Organizational learning: the contributing processes and the literatures. *Organization Sciences. 2*(1), 3-8. 10.1287/orsc.2.1.88.

Kahkha, A.O. & Pourghaz, A. & Marziyeh, A. (2015). Examining the relationship of organizational intelligence with innovation management and career advancement in an organization.

Ledesma, J. (2014). *Conceptual frameworks and research models on resilience in leadership*. S*age Op*en, *4*(3), 4-8. https://doi.org/10.1177/2158244014545464

Madni, A.M. & Jackson, S. (2009). Towards a conceptual framework for resilience engineering. *IEEE Systems Journal, 3*(2), 181-191.

Marjani, B. & Soheilipour, M. (2012). The relationship between organizational intelligence and staff performance based on the model of Karl Albrecht (The case of Iran Branch, China National Petroleum Company). *International Journal of Business and Social Science, 3*(4), 2-7.

McManus, S., Seville, E., Vargo, J. & Brunsdon, D. (2008). Facilitated process for improving organizational resilience. *Natural Hazards Review, 9*(2), 81-90.

Nonaka, I & Takeuchi, H. (1995). *The knowledge-creating Company: How Japanese companies create the dynamics of innovation.* Oxford University Press.

O'Leary, V. E. (1998). Strength in the face of adversity: Individual and social thriving. *Journal of Social Issues, 54*, 425-446.

Pavard, B., Dugdale, J., Bellamine, B., Saoud, N., Darcy, S. & Salembier, P. (2008). Underlying concepts in robustness and resilience and their use in designing socio-technical systems. *Social Science Research,* 5-19.

Prejmercan, M. & Vasilache, S. (2007). *A university's organizational intelligence - standards, strategies and debouches*, 5-8.

Schlinger, H. (2012). The myth of intelligence. *Psychol. Rec.* 53, 4-9.

Simic, I. (2005) Organizational Learning as a Component of Organizational Intelligence. Information and Marketing Aspects of the Economically Development of the Balkan Countries. http://unwe.acad.bg/repec/sources/5c2005.

Smit, Barry & Wandel, Johanna. (2006). Adaptation, adaptive capacity and vulnerability. Global *Environmental Change. 16*(3), 282-292. https://doi.org/10.1016/j.gloenvcha.2-006.03.008.

Spender, J.-C. (1996). Organizational knowledge, learning and memory: Three concepts in search of a theory. *Journal of Organizational Change Management, 9*, 63-79

Staber, U. & Sydow, J. (2002). Organizational adaptive capacity a structuration perspective. *Journal of Management Inquiry,* 11, 408-424. https://doi.org/10.1177/1056492602238848.

Starr, R., Newfrock, J., Delurey, M. (2003). Enterprise resilience: managing risk in the networked economy. *Strategy and Business, 30*, 70–79

Umoh, G.I., Amah, E., & Wokocha, H.I. (2014). Management development and organizational resilience. A case study of some selected manufacturing firms in Rivers State Nigeria. *Journal of Business and Management, 16* (2) 7-16

Ungar, M. (2008). Resilience across cultures. *British Journal of Social Work, 38*(2), 218–235

Walker, B., Holling, C.S., Carpenter, S. & Kinzig, A. (2003). Resilience, adaptability and transformability . *Social-Ecological Systems. Ecol. Soc.. 9*, https://doi.org/10.5751/ES-00650-090205.

Walker, B., Abel, N., Anderies, J & Ryan, P. (2009). Resilience, adaptability, and transformability in the Goulburn-Broken Catchment, *Australia. Ecology and Society. 14*. https://doi.org/10.5751/ES-02824-140112.

Walker, B., Carpenter, S.R., Anderies, J., Cumming, G.S., Janssen, M., Lebel, L., Norberg, J., Peterson, G.D. & Pritchard, R.(2002). Resilience management in socio-ecological. systems: *A working hypothesis for a participatory approach. Conservation Ecology 6*(1), 5-8.

Yaghoubi, N., Salehi, M., & Nezhad, E. B. (2011). A relationship between tactical processes of knowledge management and organizational intelligence: *Iranian evidence. World Applied Sciences Journal, 12*(9), 1413–1421.

Yolles, M. (2005). Organizational intelligence. *Journal of Workplace Learning. 17.* 6-9. https://doi.org/10.1108/13665620510574496.

Yusuf, Y. Y., Sarhad I, M. S. & Gunasekaran, A., (1999). Agile manufacturing: the drivers, concepts and attributes. International Journal of Production Economics, 62(1-2), 23-32.

Zeynabadi, H.R., Sabzeparvar, M., Morteza L. & Bahrainian, Z. S. (2014). The main purpose of the present study is to evaluate the role of Albrecht. *J. Appl. Environ. Biol. Sci., 4*(7)49-54,