REPUBLIC OF TÜRKİYE
ISTANBUL NISANTASI UNIVERSITY
GRADUATE SCHOOL OF EDUCATION
BUSINESS ADMINISTRATION DEPARTMENT
INTERNATIONAL BUSINESS ADMINISTRATION (WITH THESIS) PROGRAM

INVESTIGATING THE RELATIONSHIP OF ORGANIZATIONAL INTELLIGENCE WITH CUSTOMERS' SATISFACTION FROM THE BANKS' EMPLOYEES PERSPECTIVE

Shirin MOHAMMADI KHASHOUEE

Master Thesis

İSTANBUL
August 2025

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Master's Thesis

Advisor: Asst. Prof. Dr. Hasan ALPAGO

İstanbul
August 2025

ACCEPTANCE AND APPROVAL

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EXCLUDED PUBLICATION FROM THESIS	
Publıcatıon Tıtle	Mohammadi Khashouee, S. (2025). Investigating the relationship of organizational intelligence with customers' satisfaction from the banks' employees perspective. 16th International Istanbul Scientific Research Congress, Beykoz University, Istanbul, Turkey.
Publıcatıon Type	☐ Article in a National Peer-Reviewed Journal ☐ Article in an International Peer-Reviewed Journal ☐ Paper Presented at a National Conference/Symposium ■ Paper Presented at an International Conference/Symposium

	Institute Secretary's Signature	

ACKNOWLEDGEMENTS

I sincerely appreciate everything the kind individuals who helped me with this project have contributed. This study would not have been finished without the cooperation and support of this kind of person. I would especially like to thank Dr. Hasan Alpago, my supervisor, whose knowledge, wise words, and helpful feedback enabled me to complete my research. Finally, I want to express my gratitude to my loving husband and my loving son for their understanding, support, and encouragement in helping me reach my objective. Without their assistance, this effort would not have been accomplished. I sincerely appreciate having you in my life.

August, 2025

Shirin MOHAMMADI KHASHOUEE

ÖZET

Shirin MOHAMMADI KHASHOUEE

Banka Çalışanlarının Bakış Açısıyla Örgütsel Zekâ ile Müşteri Memnuniyeti Arasındaki İlişkinin İncelenmesi

Yüksek Lisans Tezi

İstanbul, 2025

Bankacılık sektörünün hızla gelişen ve rekabetçi ortamında, müşteri memnuniyeti, kurumsal başarının kritik bir belirleyicisidir. Bu çalışma, İstanbul'daki Ziraat Bankası çalışanlarının bakış açısından örgütsel zeka (ÖZ) ile müşteri memnuniyeti (MM) arasındaki ilişkiyi incelemektedir. ÖZ, bir kuruluşun çevresel taleplere etkin bir şekilde uyum sağlamak için bilgiyi toplama, işleme ve uygulama yeteneği olarak tanımlanır ve hizmet kalitesi ile müşteri deneyiminin önemli bir itici gücü olarak kabul edilir. Tanımlayıcı ve ilişkisel bir araştırma deseni kullanılarak, veriler Albrecht Standart Anketi ve özel olarak tasarlanmış bir müşteri memnuniyeti anketi aracılığıyla 40 ön saf çalışanından toplanmıştır. ÖZ ile MM arasındaki genel ilişki negatif yönde olsa da istatistiksel olarak anlamlı bulunmamıştır ($r = –0,28$, $p = 0,081$). Ancak, ÖZ bileşenleri incelendiğinde, Bilgi Kullanımı (BK) ile MM arasında anlamlı ve istatistiksel olarak pozitif bir ilişki tespit edilmiştir ($r = 0,60$, $p < 0,05$). Bu durum, örgütsel bilginin etkin kullanımının müşteri memnuniyetini artırmada önemli katkı sağladığını göstermektedir. Stratejik Öngörü, Paylaşılan Kader ve Uyum ve Tutarlılık gibi diğer bileşenler MM ile anlamlı bir ilişki göstermemiştir. Bulgular, müşteri deneyimlerinin iyileştirilmesinde bilgi yönetiminin rolünü vurgulayan Hosseini ve ark. (2016) gibi önceki araştırmalarla kısmen örtüşmektedir. Sonuçlar, özellikle BK olmak üzere belirli ÖZ boyutlarında hedefe yönelik iyileştirmelerin, bankacılık sektöründe müşteri memnuniyetini güçlendirmek için önemini ortaya koymaktadır.

Anahtar Kelimeler

Örgütsel Zekâ, müşteri memnuniyeti, bankacılık sektörü, çalışan algısı, Ziraat Bankası, stratejik vizyon

ABSTRACT

Shirin MOHAMMADI KHASHOUEE

Investigating the Relationship of Organizational Intelligence with Customers' Satisfaction from the Banks' Employees Perspective

Master's Thesis

İstanbul, 2025

In the rapidly evolving and competitive landscape of the banking industry, customer satisfaction is a critical determinant of organizational success. This study examines the relationship between organizational intelligence (OI) and customer satisfaction (CS) from the perspective of Ziraat Bank employees in Istanbul. OI is defined as an organization's ability to gather, process, and apply knowledge to adapt effectively to environmental demands, and it is widely regarded as a driver of service quality and customer experience. Using a descriptive and correlational research design, data were collected from 40 frontline employees through the Albrecht Standard Questionnaire and a custom-designed customer satisfaction questionnaire. The overall relationship between OI and CS was negative but not statistically significant ($r = –0.28$, $p = 0.081$), indicating that higher OI scores did not necessarily correspond to higher CS ratings. However, when examining OI components, a meaningful and statistically significant positive relationship was found between Knowledge Deployment (KD) and CS ($r = 0.60$, $p < 0.05$), suggesting that efficient use of organizational knowledge strongly contributes to improved customer satisfaction. Other components, including Strategic Foresight, Shared Fate, and Alignment and Congruence, did not demonstrate significant associations with CS. These findings align partially with previous research, such as Hosseini et al. (2016), which highlighted the role of knowledge management in enhancing customer experiences. The results underscore the importance of targeted improvement in specific OI dimensions, particularly KD, to foster stronger customer satisfaction in the banking sector.

Keywords

Organizational Intelligence, customer satisfaction, banking sector, employee perception, Ziraat Bank, strategic vision

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INDEX OF ABBREVIATIONS

Abbreviation	Explanation
AC	Appetite for change
CRM	Customer Relationship Management
CS	Customer satisfaction
DC	Dynamic Capabilities Theory
HSBC	Hong Kong and Shanghai banking corporation
KBW	Knowledge Based View
KD	Knowledge deployment
OI	Organizational intelligence
RBV	Resource Based View
SF	Shared fate

INTRODUCTION

Customer satisfaction has emerged as an essential measure for assessing organizational achievement in today's extremely competitive economic climate, particularly in service industries like banking. As one of the most important sectors of the world economy, banks depend on satisfied customers to foster trust, preserve enduring partnerships, and guarantee market leadership. It is impossible to overestimate the significance of comprehending and enhancing customer satisfaction in banks since it has a direct impact on customer retention, loyalty, and overall business performance (Heskett et al., 1994). Organizations must constantly improve their internal procedures, competences, and customer interactions if they want to increase customer satisfaction. Organizational intelligence (OI) is one important component that significantly influences these results.

According to Nevis et al. (1995), organizational intelligence is a new term that describes an organization's overall capacity to collect, analyses, and apply information in a way that supports efficient decision-making, problem-solving, and environmental adaptation. OI in banking includes several factors, such as staff expertise and knowledge, organizational system quality, and the degree to which a company can match its plans with consumer demands and industry developments (Roth, 1995).

Building organizational intelligence is crucial when businesses change to meet customer needs faster and provide higher-quality services (Amit & Schoemaker, 1993).

From a managerial point of view, knowing how OI affects customer satisfaction is essential for raising employee productivity, strengthening client relationships, and eventually making the company more competitive. As the bank's main representatives, employees deal directly with clients and are frequently the main factors influencing their level of satisfaction (Anderson & Sullivan, 1993). As a result, it is crucial to consider how employees view organizational intelligence in relation to the level of customer service provided. According to Zeithaml et al. (2002), banks that provide their staff with the appropriate training, resources, and tools are likely to have greater success in delivering exceptional customer service and promoting customer satisfaction.

The Subject and Aim of Thesis

This research is conducted to examine how much using organizational intelligence will affect organizations, banks, and financial institutions. Also, to examine how much it can affect customers' satisfaction by improving communication and facilitating organizational decision-making.

The Originality and Importance of Study

The results of this study will have major implications for the banking sector as well as academia. The study will add to the expanding body of knowledge on organizational intelligence from an academic perspective by examining how it affects customer satisfaction in the banking sector and other service industries. From an operational standpoint, the study will show bank managers and legislators how to enhance organizational intelligence in their organizations to create a customer-focused culture that raises satisfaction levels.

Additionally, the study will provide recommendations on how banks may better educate and assist staff in using organizational intelligence to directly benefit clients, resulting in a more successful and efficient service delivery process. Banks can eventually increase customer loyalty, lower losses, and succeed more in the cutthroat financial services industry by enhancing employee performance and client interactions.

Methodology

This research aims to examine how much using organizational intelligence will affect organizations, banks, and financial institutions by improving communication with customers and their satisfaction and facilitating organizational decision-making. Moreover, the current research examines if there is a significant relationship between organizational spirit between bank employees and customer satisfaction. Forty bank employees (including both male and female frontline staff, customer service representatives, and branch managers) from two Ziraat Bank branches were selected. Because of the population's limitations, all the members of that population were chosen as research samples. Participants were asked to complete the Albrecht Standard Questionnaire and Satisfaction Questionnaire. Albrecht questionnaire which has been widely used in management studies, is assessed using a 5-point Likert scale that ranges from strong disagreement to strongly concurrently. A custom-design questionnaire was developed to measure employee perceptions of customer satisfaction. The accumulated data was uploaded to SPSS program for analysing. To examine the relationship between organizational intelligence and customer satisfaction, inferential analysis and Pearson's correlation coefficient were used.

CHAPTER 1: LITERATURE REVIEW

The idea of intelligence has gained popularity in management and psychology literature over the last few decades as a framework for understanding a wide range of human actions in many contexts. However, intellect has become the keyword these days covers numerous management concepts, demonstrating how businesses and organizational thinkers have shifted from test intelligence to other methods of approaching the intelligence category. The creation of organizational intelligence may benefit from the consideration of one of intelligence kinds. Managers can make organizational decisions with the help of organizational intelligence. Possessing thorough understanding of every element influencing the organization is a sign of organizational intelligence. The quality of management choices made by the company is significantly impacted by having in-depth knowledge of every aspect, including operations, competitors, consumers, the economic climate, and organizational procedures (Abzari, 2006). However, each person's behavior in any given circumstance reveals their understanding and consciousness of that circumstance or the problem under consideration. Considering that people's organizational intelligence reflects their understanding of the elements influencing the organization, organizational intelligence may be a significant determinant of an individual's performance in the workplace. Additionally, performance can be enhanced and the organization's dynamic ensured by fortifying the elements of organizational intelligence (strategic thinking, common destiny, desire to change, morale, unity and agreement, application of knowledge, and performance pressure). A dynamic company window to the external world, organizational intelligence detects organizational performance, improves productivity, and uncovers untapped opportunities (Rostami & Dashti, 2021).

Although the significance of organizational intelligence in influencing business results is becoming more widely recognized, little study has explicitly examined how it relates to customer satisfaction from the viewpoint of bank workers. Although research on organizational intelligence has mostly focused on how it affects decision-making and organizational performance (Crossan & Berdrow, 2003), employees' opinions and applications of this intelligence in customer experience have received less attention. Based on Albrecht's 2003 theory, for success in a business, the organization refers to having intelligent human agents, intelligent teams, and intelligent organizations. Albrecht is using Organizational Intelligence for responding and preventing group mental retardation. On the other hand, he states that when intelligent people are employed in an organization, they are intended to counteract collective mental retardation or group stupidity. Every one of these people wants to be delegated to the top and reach the level of the presidency, so they often act individually. An organizational intelligence system must understand situations and who has access to what information to function properly. To act, the relationship between people and information and the process of implementing processes should be carefully examined. Organizational intelligence in the organization considers users and the relationships between them so that the value chain of the company is fully covered and no process is missed. Today, production and service organizations consider the level of customer satisfaction as important criteria for measuring the quality of their work. and this trend is still increasing. The importance of the customer and his satisfaction is an issue with global competition.

An important question is brought up by this gap in the literature: How does organizational intelligence affect customer satisfaction from the perspective of bank employees? For banks looking for ways to strengthen client loyalty, increase service quality, and eventually gain an advantage in the market, it is essential that they comprehend this relationship.

A closer look at the connection between customer satisfaction and organizational intelligence reveals that the two concepts are more related than has previously been generally accepted. Customer happiness stems from more than just encounters on the front line; it also stems from how well a company gathers, analyzes, and uses data in its daily operations. According to Nonaka and Takeuchi (1995), organizational learning, a fundamental component of intelligence in businesses, is centered on the production and exchange of information. In the banking business, where service quality is sometimes intangible, the ability to instantly distribute vital information across workers ensures that consumers receive consistent, accurate, and tailored services. Customer satisfaction is far more likely when staff members have the organizational context and technical expertise to handle client complaints (Crossan & Berdrow, 2003; Rostami & Dashti, 2021).
The strategic application of organizational intelligence to foresee rather than just respond to client wants is another crucial component. Organizations function as "interpretive systems," constantly analyzing their surroundings to create meanings and adjust as

necessary, according to research by Daft and Weick (1984). As a result, banks with stronger organizational intelligence are better equipped to predict changes in client expectations, legal requirements, and technological advancements. This ability to anticipate results in proactive service innovations that satisfy clients, lower unhappiness, and create a reputation for dependability and credibility. Accordingly, customer happiness is a long-term result of strategic foresight ingrained in organizational procedures as well as a short-term response to service interactions (Abzari, 2006). Furthermore, it is impossible to exaggerate the importance of the human element in organizational intelligence. The foundation of an intelligent company is intelligent teams and individuals, according to Albrecht's (2003) concept. Employee engagement and commitment are higher when they believe they are a part of a cohesive system where their insights add to collective wisdom. Customer satisfaction outcomes have been consistently associated with engagement (Harter, Schmidt, & Hayes, 2002). In the banking industry, this means that workers who are encouraged by a clever corporate culture are more likely to go above and beyond the call of duty to deliver compassionate, problem-solving services that have a direct effect on customers' satisfaction levels. It also becomes clear that company culture has a significant mediating function between contentment and intellect. An organization's capacity to behave wisely is reinforced by a culture that values cooperation, creativity, and shared information. On the other hand, inflexible hierarchies and departmental silos can hinder information flow, resulting in inconsistent service delivery that adversely impacts clients (Senge, 1990). Banks may guarantee that intelligence is not limited to high management but rather permeates all organizational levels by fostering a culture of open communication and adaptive learning. This will ultimately improve service quality at the consumer interface (Crossan & Berdrow, 2003).

Lastly, the importance of organizational intelligence in customer satisfaction is further highlighted by the increased focus on digital transformation. Banks today have unparalleled access to client data thanks to the convergence of big data analytics, artificial intelligence, and customer relationship management (CRM) technologies. However, organizational intelligence determines how well this knowledge may be interpreted and applied. In addition to collecting data, intelligent organizations interpret it so that insights match strategic objectives and customer expectations. Banks may create more individualized services, speed up response times, and build enduring customer relationships with this capacity. Accordingly, the digital age emphasizes the importance of organizational intelligence in maintaining competitive advantage and consumer satisfaction (Rostami & Dashti, 2021).

1.1. Definition of the Key Terms

1.1.1. Organizational Intelligence

According to Glynn (1996), organizational intelligence is the capacity of an organization to process, interpret, encode, manipulate, and access information in a targeted, intentional way to improve its capacity for adaptation in its operating environment. Based on another definition, the ability of an organization to produce information and apply that knowledge to strategically adjust to its environment is known as organizational intelligence (Halal, 1998). Also, according to Simi's definition, a smart organization is one that combines its technical and human resources to address organizational challenges by applying its intellectual capacity (Simi, 2005).

1.1.2. Customer Satisfaction

A post-purchase assessment of a service offering is known as customer satisfaction. (Oh, 2000; Drew and Bolton, 1991).

A more modern method was provided by Anton (1996). According to him, a client is satisfied when their needs, desires, and expectations are met or surpassed for the course of the product's service life, leading to future purchases and loyalty.

1.2. Importance of Organizational Intelligence

The term of organizational intelligence (OI) is becoming increasingly significant in corporate management and service sectors like banking. It describes an organization's ability to combine internal and external knowledge, enabling it to successfully respond to changes in the market and customer needs (Albrecht, 2003). Employees in banks are well positioned to comprehend how organizational intelligence impacts customer satisfaction because of their dual roles as internal knowledge carriers and customer service providers. To improve the total customer experience, it is essential to comprehend how these two aspects relate to one another from the viewpoint of the staff.

With an emphasis on the function of bank personnel, this topic explores the connection between OI and client happiness. Knowledge exchange, decision-making procedures, problem-solving skills, and an organization's culture of ongoing learning are just a few of the many aspects that make up organizational intelligence (OI) (Khatri & Ng, 2000). Employees can provide more individualized, effective service and increase customer satisfaction when they have the right information and resources (Choudhury & Mohanty, 2012). Employees that feel empowered by organizational intelligence are more capable of addressing customer requirements and resolving customer issues, which has a direct impact on consumer satisfaction, according to research (Iqbal et al., 2017).

Employees play a crucial part in implementing OI to improve customer satisfaction. Banks tend to experience superior service quality, which in turn leads to increased customer loyalty, when they provide an environment that encourages knowledge sharing and provides personnel with sufficient resources (Nonaka & Takeuchi, 1995; Liao et al., 2009). According to Berry et al. (2002), the relationship between OI and customer satisfaction also highlights how crucial it is to match internal organizational strategies with exterior customer expectations. As previously mentioned, banks may guarantee a favorable effect on customer satisfaction, which will improve customer retention and provide them a competitive edge in the market, by investing in organizational intelligence and staff development (Lee & Choi, 2003). Therefore, for banks hoping to improve customer loyalty and service quality, cultivating an organizational intelligence culture is essential.

1.3. Definition of Organizational Intelligence (OI)

OI is an organization's overall capacity to collect, analyze, and use information in a way that promotes creative thinking and efficient decision-making (Senge, 1990). Problem-solving, decision-making, learning, and invention are the four main components of organizational intelligence, according to Khatri and Ng (2000). It helps businesses to add value to clients, adjust to shifting market conditions, and keep a competitive edge.

1.3.1. Organizational Intelligence (OI) in Banking and Financial Service

Organizational intelligence is essential to the banking industry for enhancing customer service, expediting processes, and fostering financial product innovation. Financial institutions that use OI to improve their customer service offerings include HSBC and Citibank. By using OI to enhance knowledge sharing among its international offices, HSBC has been able to make better decisions about the requirements and preferences of its clients. HSBC has developed customized solutions to satisfy the demands of a wide range of international clients by employing organizational intelligence (Ghosh & McMullen, 2019).

1.4. Definition of Satisfaction

"A person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations" is how Kotler (2000) defined satisfaction. In terms of the satisfaction of a need, aim, or desire, Hanse mark and Albinsson (2004) define it as "an overall customer attitude towards a service provider, or an emotional reaction to the difference between what customers anticipate and what they receive." Hoyer and Macinnes (2001) said that satisfaction can be associated with feelings of acceptance, happiness, relief, excitement, and delight. There are many factors that affect customer satisfaction. According to Hokanson (1995), these factors include friendly employees, courteous employees, knowledgeable employees, helpful employees, accuracy of billing, billing timeliness, competitive pricing, service quality, good value, payment clarity and quick service.

1.4.1. Customer Satisfaction

Customer satisfaction is the term used to describe how customers view the services that a company offers, particularly how satisfied they are with their experiences overall (Oliver, 1980).

1.4.2. Customer Satisfaction in Banking Sector

According to Berry et al. (2002), customer satisfaction in the banking industry is closely related to service quality, trust, and the capacity of banks to satisfy client expectations. Employees can increase customer satisfaction and service quality when they have access to the appropriate data and decision-making resources (Liao et al., 2009).

The primary goal of any banking industry is to satisfy customers by offering high-quality products that aid in customer retention. Customers in traditional banking had to wait in a long queue to fill out forms for deposits or withdrawals, but modern banking has overcome these challenges by acquiring cutting-edge technology to better serve its clients. Examples of this technology include online banking, credit card services, online payment methods, and online transactions. The purpose of this study is to determine whether consumers are happy with the current technology and whether the bank tries to inform them about the new technology it plans to implement. Since banking is a customer-focused service sector, the most important criterion for evaluating any banking business (Anusuya, 2023).

1.4.3. Studies related to the Relationship Between Organizational Intelligence and Customer Satisfaction in the Banking Sector

Numerous research has examined the connection between OI and customer satisfaction in the banking sector. Higher service quality is typically provided by bank staff who can use organizational expertise to make decisions and who have access to timely and correct information (Choudhury & Mohanty, 2012). According to research by Iqbal et al. (2017), companies with high OI have better customer interactions, which raise satisfaction levels. Additionally, staff are more likely to participate in activities that promote client loyalty when banks make investments in creating a knowledge-based culture (Lee & Choi, 2003).

The beneficial association between OI and CS in the banking industry has been substantiated by numerous empirical investigations. A study conducted in Iranian banks by Zand et al. (2020), for example, showed that organizational intelligence, especially when applied to knowledge management systems, greatly increased service quality, which in turn raised customer satisfaction. According to the study, banks with higher OI were better equipped to satisfy client demands, which raised satisfaction ratings. Also, the relationship between OI and customer satisfaction is supported by empirical research. In a study on Iranian banks, for example, Yaghoubi et al. (2011) discovered a positive relationship between customer satisfaction and organizational intelligence aspects like shared fate, appetite for change, and performance pressure. According to the findings, banks with higher OI scores were more likely to offer effective services, quickly address consumer complaints, and cultivate devoted clientele.

Similarly, Zerenler et al. (2007) discovered that service quality, a key factor influencing customer satisfaction, was positively impacted by organizational intelligence. The researchers underlined that an intelligent company leverages data from consumer interactions to innovate and streamline internal procedures in addition to collecting it.

Likewise, Seddon and Kiew (2012) found a clear connection between enhanced customer relationship management in banks and organizational intelligence. According to their research, banks that had more sophisticated decision-making processes and improved knowledge-sharing platforms been able to forge closer bonds with their clients, which raised consumer satisfaction.

Hsu and Sabherwal (2012) emphasized the significance of strategic intelligence, a component of OI, stating that companies that practice competitive intelligence and ongoing environmental monitoring are more likely to predict client needs. By taking a proactive stance, businesses may adapt their offerings to suit shifting consumer demands, which raises customer satisfaction. Some academics argue that OI is insufficient on its own, though. According to Hurley and Hult (1998), to convert intelligence into consumer value, corporate culture must also encourage innovation and exchange information. The advantages of organizational intelligence might not be completely realized in the absence of a supporting culture.

In summary, there is substantial evidence in the literature that organizational intelligence and customer satisfaction are positively correlated. Higher intelligence organizations are better equipped to comprehend and meet the needs of their clients, enhance customer service, and cultivate enduring loyalty. However, collaborative culture, leadership dedication, and flexible learning strategies are necessary for successful implementation.

1.5. The Role of Employees in OI and Customer Satisfaction

Bank workers are essential to the use of organizational intelligence. They engage with clients as primary service providers and make a substantial contribution to the organization's knowledge-sharing procedures. Employees have a crucial role in the creation and dissemination of organizational information that affects corporate results, including customer happiness, according to Nonaka and Takeuchi (1995). Customers' experiences are also significantly impacted by the attitudes and organizational intelligence-applying skills of bank staff.

1.6. Global Use of Organizational Intellıgence

One of the biggest financial firms in the world, JPMorgan Chase, has implemented organisational intelligence strategies throughout its operations in the US to promote knowledge management, predictive modelling, and data analytics. JPMorgan Chase has consistently incorporated cutting-edge technologies to enhance organisational learning and intelligence in its banking operations, per a report by Bollier (2017).

One of the best examples of a bank employing organisational intelligence to promote customer-centric innovation is Shinhan Bank in South Korea. To better understand client demands, customise financial solutions, and control risks, the bank has turned to artificial intelligence and big data analytics. They have been able to increase client loyalty and operational efficiency as a result. According to Lee and Lim's (2021) research on South Korean banks, Shinhan Bank's application of data mining and predictive analytics methods is consistent with organisational intelligence concepts.

Another example could be Indian ICICI bank. Kumar and Sinha (2018) emphasize how ICICI uses organizational intelligence and knowledge management to boost customer happiness, gain a competitive edge, and streamline banking procedures. According to the survey, ICICI Bank has led the way in improving operational efficiency through the application of organizational intelligence and knowledge management strategies. The bank has improved risk management and compliance procedures while using data analytics to forecast consumer behavior and provide customized financial solutions.

To sum up, understanding how organizational intelligence may enhance service quality and employee performance is crucial, as customer happiness remains a crucial component of banks' success. By concentrating on the viewpoint of the employees, this study seeks to offer insightful information that might assist banks in improving their organizational intelligence and, consequently, customer happiness, resulting in sustained success in a fiercely competitive sector.

With emphasis on the function of employees, this section examines the connection between Organizational Intelligence (OI) and Customer Satisfaction (CS) in the banking industry. The ability of an organization to gather, evaluate, and apply knowledge from both internal and external sources to improve decision-making, flexibility, and service quality is known as organizational intelligence (OI) (Albrecht, 2003; Senge, 1990). OI has a major impact on consumer satisfaction in the banking sector by enhancing service quality, expediting procedures, and encouraging the development of new financial products (Ghosh & McMullen, 2019). Because they share knowledge, make decisions, and deal directly with customers, employees are essential to the effective implementation of OI. Knowledge sharing, problem-solving, decision-making, and ongoing learning are some of the elements that make up OI (Khatri & Ng, 2000; Choudhury & Mohanty, 2012). Employees can provide individualized services, address customer concerns, and increase customer satisfaction when they are equipped with the appropriate tools and information (Iqbal et al., 2017).

Superior service quality and more customer loyalty are common outcomes for banks that cultivate an organizational intelligence culture, where staff members are empowered to share knowledge and have access to decision-making tools (Nonaka & Takeuchi, 1995; Liao et al., 2009). OI and CS are directly related in the banking industry.

Research shows that banks with high OI offer higher-quality services, efficiently address consumer needs, and encourage client loyalty (Zand et al., 2020; Seddon & Kiew, 2012). In the banking industry, elements including service quality, trust, and the capacity to satisfy client expectations all affect customer satisfaction (Berry et al., 2002). Enhancing customer happiness also greatly benefits from the use of contemporary technologies, such as online banking and payment options (Anusuya, 2023).

To sum up, OI is essential to the banking industry because it helps banks better serve their clients, satisfy their requirements, and cultivate enduring connections with them. By using organizational information, staff members play a key role in enhancing client happiness and experiences, which guarantees a competitive edge in the marketplace.

CHAPTER 2: THEORETICAL BACKGROUND

This chapter shows how effective organizational intelligence can improve customer satisfaction, especially in knowledge-intensive and service-oriented industries like banking, by defining and analyzing these constructs separately as well as highlighting the theoretical and empirical connections between them. In order to demonstrate the usefulness of OI in promoting customer-centric strategies and competitive advantage, examples from international banking are also provided. The chapter prepares the ground for examining the connection between CS and OI among Turkish bank employees by laying forth this theoretical framework.

2.1. The Concept of Organizational Intelligence (OI)

A key idea in management and organizational studies, organizational intelligence (OI) refers to an organization's overall capacity to acquire, process, and apply knowledge for value generation, adaptation, and decision-making. OI is defined by Glynn (1996) as an organization's ability to intentionally process, interpret, encode, modify, and access information in order to increase its capacity for adaptation. OI is also defined by Halal (1998) as an organization's capacity to produce information and strategically use that information to adapt to changing environmental conditions.

One of the most important academics in this field, Karl Albrecht (2003), described OI as an organization's ability to gather intellectual resources and direct them toward wise action. Albrecht asserts that when businesses successfully utilize the intelligence of both people and teams, they can prevent "collective mental retardation." His OI model gained popularity as a framework for evaluating how businesses grow, change, and adapt in cutthroat markets.

The concept of OI has its origins in previous organizational learning studies (Senge, 1990; Nevis et al.,1995), which highlighted the need for companies to convert information into practical knowledge in addition to processing it for long-term success. Building on this basis, OI is seen as a more comprehensive concept that includes strategic foresight, knowledge deployment, problem-solving, and decision-making (Khatri & Ng, 2000).

In knowledge-intensive sectors like banking, OI is a key factor in determining competitiveness and adaptation. Because of the rapidly evolving, heavily regulated, and digitally changing environment in which the banking industry operates, institutions must constantly match internal capabilities with market demands and client expectations (Ghosh & McMullen, 2019).

2.2. Dimensions of Organizational Intelligence

Each of the seven aspects Albrecht (2003) used to describe OI represents a distinct aspect of organizational functioning. The measurement instruments employed in this thesis are theoretically based on these dimensions.

- Strategic Vision: The capacity of the organization to clearly and persuasively state its future course, backed by strategic alignment and efficient environmental scanning.
- Shared Fate: The extent to which workers believe they are essential to the organization's goal, encouraging dedication and cooperation throughout departments.
- Appetite for Change: The organization's capacity and readiness to welcome innovation, adjust to outside shifts, and reduce bureaucratic inflexibility.
- Heart (Morale): The group spirit, vigor, and hope that workers bring to their jobs, which can influence service quality and resilience.
- Congruence & Alignment: The degree to which organizational procedures, policies, and structures empower staff members and advance strategic goals.
- Knowledge Deployment: The processes for disseminating, transferring, and using organizational knowledge that guarantee important insights get to frontline staff and decision-makers.
- Performance Pressure: The organization's emphasis on accountability and ongoing development, clarity of roles, and seriousness about results.

Together, these seven factors determine an organization's intelligence profile, allowing managers to identify its advantages and disadvantages in terms of creativity, decision-making, and service provision (Albrecht, 2003). According to research, factors like strategic vision and knowledge deployment have a particularly significant impact on how employees respond to client needs in service-oriented organizations (Iqbal et al., 2017; Hosseini et al., 2016).

2.3. Historical and Theoretical Foundations of OI

A variety of theoretical frameworks serve as the foundation for organizational intelligence (OI), which explains how businesses generate, handle, and use knowledge to gain a competitive edge. Gaining insight from these foundations helps one better understand why OI is essential to customer happiness and company efficiency.

2.3.1. Resource-Based View (RBV)

The Resource-Based View (RBV) paradigm states that businesses can gain a sustained competitive edge by effectively utilizing resources that are scarce, precious, unique, and non-replaceable (Barney, 1991; Wernerfelt, 1984). Since it includes collective intellectual capital, knowledge systems, and cognitive abilities that help businesses adjust to changes in the market, organizational intelligence (OI) can be viewed as a strategic resource within this framework (Albrecht, 2003; Glynn, 1996). Through efficient use of OI, companies may spot opportunities, optimize processes, and encourage innovation to produce long-term value that is hard for rivals to match (Nonaka & Takeuchi, 1995; Iqbal et al., 2017). According to this viewpoint, intelligence is a real organizational asset that supports resilience, adaptation, and long-term strategic success rather than just being an abstract idea (Halal, 1998; Teece et al., 1997).

2.3.2. Knowledge-Based View (KBV)

Building on the Resource-Based View (RBV), this viewpoint places knowledge at the center of organizational performance. According to the information-Based View (KBV), an organization's ability to create, share, and apply information determines its competitive position and adaptability (Grant, 1996; Spender, 1996). Organizational intelligence (OI) serves as an integrative mechanism in this paradigm, converting raw data into knowledge that can be used (Albrecht, 2003; Glynn, 1996). Organizations can improve learning, problem-solving, and decision-making by putting into practice efficient knowledge management techniques, such as guaranteeing timely information flow, promoting cross-functional cooperation, and codifying best practices (Nonaka & Takeuchi, 1995; Lee & Choi, 2003). Additionally, KBV highlights how knowledge is dynamic and changes continuously because of interactions between explicit and tacit forms, making it a vital component of operational excellence, innovation, and customer pleasure (Choo, 1998; Spender & Grant, 1996).

2.3.3. Dynamic Capabilities Theory

In contrast to RBV and KBV, which mainly place emphasis on resources and knowledge, this theory highlights an organization's ability to recognize, grasp, and adjust to changes in its environment. In reaction to quickly changing surroundings, enterprises can integrate, develop, and reconfigure both internal and external competences, as highlighted by the Dynamic Capabilities (DC) framework (Teece, et al., 1997; Eisenhardt & Martin, 2000). This approach depends on organizational intelligence (OI), which helps businesses identify new trends, predict client needs, and quickly modify internal procedures to adapt to changing circumstances (Albrecht, 2003; Halal, 1998). Organizations can gain new capabilities, reallocate resources, and maintain a competitive edge in intricate and unstable marketplaces by utilizing OI (Helfat & Peteraf, 2003; Teece, 2007).

Organizational learning research has historically impacted the development of OI, starting with foundational works like Senge's (1990) concept of the learning organization. These early research highlighted the significance of turning data into knowledge that can be put to use and developing frameworks that support learning on both an individual and group level. Later studies, such as those conducted by Nevis et al. (1995), emphasized the necessity of formal methods to record, distribute, and a When combined, these theoretical stances show that OI is a useful and quantifiable capacity rather than just a cultural or symbolic quality. OI helps firms to make well-informed decisions, innovate successfully, and keep internal competences and external market demands aligned by combining resources, knowledge, and dynamic flexibility. As a result, OI plays a crucial role in influencing customer happiness, organizational performance, and resilience—especially in knowledge-intensive and service-oriented industries like banking. Apply your knowledge to create the foundation for contemporary OI frameworks.

2.4. Application of Theoretical Frameworks in the Banking Sector

Applying theoretical frameworks like the Resource-Based View (RBV) (Barney, 1991), the Knowledge-Based View (KBV) (Grant, 1996), and the Dynamic Capabilities framework (Teece et al., 1997) offers important insights into organizational success and customer satisfaction in the banking industry, which has become a knowledge-intensive and customer-driven sector. This is especially true in studies looking at the role of organizational intelligence in banking (Choudhury & Mohanty, 2012; Iqbal et al., 2017). The Resource-Based View (RBV) holds that businesses can obtain long-term competitive advantages by utilizing special internal resources that are rare, precious, non-replaceable, and inimitable (Barney, 1991). Employee knowledge, proprietary technology, client databases, and organizational procedures are examples of these resources in the banking industry. According to studies, banks that make investments in improving their organizational procedures and human capital perform better than their rivals by providing unique services (Wernerfelt, 1984; Amit & Schoemaker, 1993). Furthermore, the Knowledge-Based View (KBV), which is built on RBV, asserts that the firm's most strategically important resource is knowledge (Grant, 1996). Knowledge management systems in banking give organizations the ability to forecast client demands, examine industry trends, and develop customized financial solutions. Knowledge production and sharing, according to Nonaka and Takeuchi (1995), are essential to organizational learning and innovation, both of which are vital in fast-paced service industries like banking. For instance, banks are better able to improve customer satisfaction and service quality when they successfully use organizational intelligence to manage information flows (Choudhury & Mohanty, 2012; Iqbal et al., 2017).

The ability of businesses to integrate, develop, and reconfigure internal and external capabilities in quickly changing settings is another aspect of the Dynamic Capabilities framework (Teece et al., 1997). This translates into skills like identifying new client expectations, grabbing chances through innovative services, and changing internal procedures to conform to changing regulations and technology in contemporary banking. For example, Lee and Lim (2021) showed how South Korean banks have created dynamic capabilities that enable them to predict client behavior and modify their services appropriately by utilizing big data analytics and artificial intelligence. In a similar vein et al. (2018) described how ICICI Bank in India used dynamic capabilities to improve customer satisfaction, lower operational risks, and rethink processes.

2.5. The Concept of Customer Satisfaction (CS)

Customer satisfaction (CS) has long been a cornerstone of marketing and service management. Oliver (1980) defined CS as the result of a cognitive comparison between preexisting expectations and the perceived performance of a good or service. Kotler (2000) asserts that positive perceptions of the business emerge when perceived value satisfies or exceeds customer expectations. Additionally, according to Anton (1996), CS is the degree to which a product satisfies or exceeds the needs and expectations of its clients, hence encouraging repeat business and customer loyalty. Hoyer and MacInnes (2001) said that satisfaction can encompass feelings of relief, acceptance, and contentment, while Hansemark and Albinsson (2004) defined it more broadly as a customer's overall attitude toward a supplier. Customer satisfaction is crucial since banking services are intangible and dependent on trust. Banks depend on satisfied customers to maintain long-term relationships, encourage loyalty, and maintain profitability (Berry et al., 2002). Research has consistently linked computer science to significant outcomes such as increased retention, word-of-mouth marketing, and profitability (Anderson & Sullivan, 1993; Heskett et al., 1994).

2.5.1. Theories of Customer Satisfaction

A fundamental component of marketing and service management for a long time has been customer satisfaction (CS). According to Oliver (1980), CS is the outcome of a cognitive comparison between the perceived performance of a good or service and antecedent expectations. A study by Kotler (2000) indicated that, when perceived value meets or surpasses consumer expectations, favorable opinions of the company are formed. Furthermore, CS is the extent to which a product meets or surpasses the requirements and expectations of its customers, hence promoting customer loyalty and repeat business, according to Anton (1996). While Hansemark and Albinsson (2004) defined satisfaction more generally as a customer's general attitude toward a supplier, Hoyer and MacInnes (2001) pointed out that it might also include sentiments of relief, acceptance, and contentment.

2.5.2. Customer Satisfaction in the Banking System

In the banking industry, where services are intangible, highly credentialed, and heavily reliant on trust, customer happiness is very important (Berry, Zeithaml, & Parasuraman, 2002). To preserve long-term connections, foster loyalty, and retain profitability, banks rely on happy customers. Studies have repeatedly connected computer science (CS) to important results like better financial performance, better word-of-mouth advertising, and higher customer retention (Anderson & Sullivan, 1993; Heskett et al., 1994). Additionally, research indicates that happy consumers are more inclined to cross-purchase, embrace new financial products, and exhibit resiliency in the face of offers from rival companies (Rust & Zahorik, 1993; Caruana, 2002).

2.5.3 Digital Banking and Customer Satisfaction

In the current digital world, technology-enabled services like mobile applications, online banking platforms, and AI-driven customer support are having an increasing impact on computer science in banking. Customer-employee trust and human contacts were key components of traditional banking service encounters, but digital revolution has changed how customers measure satisfaction. Because consumers now value efficiency, convenience, security, and personalization in addition to trust and dependability, academics contend that the quality of digital services has emerged as a key factor driving CS (Jun & Cai, 2001; Kaura, 2013; Ladhari et al., 2011). Customers now can access financial services from anywhere at any time thanks to the widespread use of online and mobile banking systems, which has raised expectations for smooth service delivery considerably. According to a study, CS in digital banking is today mostly determined by factors such as system dependability, transaction speed, and ease of navigation (Parasuraman et al., 2005; Al-Hawari & Ward, 2006). Customer experiences have also been further changed by the advent of AI-driven technologies like chatbots, predictive analytics, and tailored financial advice. In addition to increasing productivity, these technologies enable banks to predict client demands and offer customized solutions, which raises client happiness and loyalty (Marinković & Kalinić, 2017).

According to Kaura et al. (2015), availability, problem-solving skills, and service convenience all had a major impact on Indian banking clients' happiness. In the same way, Ladhari et al. (2011) found that CS in online banking was significantly impacted by digital service quality components such system dependability, security, and empathy. According to these findings, maintaining client satisfaction in contemporary banking increasingly depends on technology innovation and service personalization, even while conventional trust-based interactions are still crucial, particularly in situations requiring significant financial obligations. Additionally, the significance of data security and customer trust has increased due to digital transformation. Based on research conducted by Yousafzai et al. (2003), even when other aspects of service quality are excellent, perceived risks in online transactions, like fraud and privacy issues, can compromise CS. To preserve confidence and enduring client relationships, banks must thus make investments in both user-friendly systems and strong security measures.

2. 6. Theoretical Link Between Organizational Intelligence (OI) and Customer Satisfaction (CS)

The association between Organizational Intelligence (OI) and Customer Satisfaction (CS), especially in service-intensive industries like banking, can be explained theoretically by several mechanisms. First, OI improves the quality of decision-making by empowering managers and staff to efficiently digest pertinent data, foresee client demands, and create customized policies and services (Crossan & Berdrow, 2003). Banks may directly affect customer satisfaction levels by utilizing strategic insights to decrease errors, speed up response times, and produce customer experiences that match or beyond expectations. Second, OI improves the organization's knowledge management. Frontline staff, who deal directly with consumers, are guaranteed to have instant access to pertinent information, including product updates, procedural rules, and customer histories, thanks to effective knowledge-sharing systems (Nonaka & Takeuchi, 1995; Lee & Choi, 2003). In the banking industry, where client satisfaction is largely dependent on trust, accuracy, and dependability, this access enables staff to deliver precise, timely, and customized services. Third, OI creates a culture that is focused on learning, encouraging innovation and ongoing service delivery improvement (Senge, 1990). In addition to swiftly adjusting to changes in the environment, organizations that foster learning also motivate staff members to gain new skills, exchange information, and adopt best practices. This can include enhancements to digital banking systems, the resolution of client complaints, or financial advising services, all of which have a favorable effect on consumer satisfaction and perceptions. This theoretical connection is supported by empirical evidence. Zand et al. (2020), for instance, discovered that Iranian banks with greater OI levels provided better services, which in turn led to higher customer satisfaction. Similarly, Yaghoubi et al. (2011) showed that CS in the banking industry was positively correlated with several OI aspects, including shared fate, desire for change, and performance pressure. These results show that organizational skills improve the overall customer experience when used effectively. Most importantly, not every aspect of OI has a comparable impact on consumer happiness. According to Hosseini et al. (2016), CS was more closely linked to knowledge use and strategic vision than to cultural or attitudinal factors like morale or group spirit. This implies that OI's influence on computer science is greatest when it transcends symbolic or cultural manifestations and is converted into practical procedures like operational decision-making, strategic planning, and knowledge deployment.

The OI–CS link may be mediated or moderated by additional factors in addition to the processes previously outlined. For example, because highly motivated employees are more likely to apply organizational knowledge effectively and diligently follow established procedures, employee engagement can increase the impact of OI on service quality (Harter et al., 2002; Saks, 2006). Like this, technology infrastructure is important. Banks that incorporate digital analytics, artificial intelligence (AI), and customer relationship management (CRM) systems into their OI practices are better positioned to provide more accurate, timely, and customized services, which in turn increases customer satisfaction (Payne & Frow, 2005; Akter et al., 2017; Marinkovic & Kalinic, 2017). These elements imply that the relationship between OI and CS is not just direct but also dependent on technological and organizational enablers that influence the conversion of intelligence into value for customers.

Lastly, the idea of organizational agility further strengthens the connection between CS and OI. High OI banks are able to proactively modify their offerings by quickly recognizing changes in the market, changes in regulations, and changing client expectations. This flexibility enables businesses to anticipate future requirements and effectively address consumer concerns, which increases customer satisfaction and fortifies relationships built on trust (Doz & Kosonen, 2008; Tallon & Pinsonneault, 2011). In dynamic industries like banking, it has been demonstrated that organizational agility, bolstered by timely knowledge flow and intelligent decision-making, improves customer responsiveness and service innovation (Lu & Ramamurthy, 2011; Sherehiy & Karwowski, 2014). OI thus offers the cognitive underpinnings of agility, guaranteeing banks' competitiveness while fostering enduring client happiness.

In conclusion, better decision-making, efficient knowledge management, a learning-oriented culture, and operational agility are some of the ways that OI enhances customer happiness. According to empirical data, the influence is greatest when intelligence is operationalized into workable, realistic plans as opposed to being a theoretical or symbolic idea. Integrating OI into daily operations can be crucial to ensuring long-term client happiness and loyalty in the banking industry, where customer trust and service quality are crucial.

2.7. Organizational Intelligence in the Banking Sector

Numerous nations have seen the widespread use of OI in the banking industry, underscoring its contribution to innovation and customer-focused tactics.

- HSBC (UK/Global): HSBC has tailored financial solutions for a wide range of international clientele by putting OI techniques like global knowledge sharing and strategic foresight into practice (Ghosh & McMullen, 2019).
- Shinhan Bank (South Korea): By utilizing big data analytics and artificial intelligence, Shinhan Bank has improved client loyalty, tailored financial solutions, and anticipated customer needs (Lee & Lim, 2021).

These examples show that OI is a real-world factor that influences organizational competitiveness and consumer satisfaction rather than just being a theoretical concept. Strengthening OI offers banks that operate in cutthroat markets like Turkey the chance to better align customer expectations, personnel capabilities, and business objectives.

In conclusion, the theoretical foundation of the study by exploring the constructs of describing the relationship between customer satisfaction and organizational intelligence. According to Albrecht (2003), OI was defined as the organization's capacity to process and use knowledge along seven essential aspects. According to Oliver (1980) and Kotler (2000), CS is a post-purchase assessment that is influenced by expectations and perceived performance. OI has a favorable impact on CS by improving decision-making, knowledge deployment, and service quality, according to theoretical justification and actual data. The usefulness of OI in attaining customer-centric innovation is further demonstrated by international examples from banking institutions.

This theoretical back ground sets the stage for analyzing their relationship in the context of Turkish banking employees by designating CS as the dependent variable and OI as the independent variable.

CHAPTER 3: RESEARCH METHODOLOGY

This research aims to examine how much using organizational intelligence will affect organizations, banks, and financial institutions by improving communication with customers and their satisfaction and facilitating organizational decision-making. Moreover, the current research examines if there is a significant relationship between organizational spirit between bank employees and customer satisfaction. To achieve this goal, a detailed description of the participants who took part in the study, the instruments used, and the procedure carried out will be provided in this chapter.

3.1. Research Design

This study uses a descriptive and correlational methodology to investigate, from the viewpoint of bank personnel, the connection between organizational intelligence and customer happiness. The participants are Forty employees who interact directly with customers (frontline staff, customer service representatives, and branch managers) in Ziraat Bank branches in Istanbul.

3.2. Participants

Forty bank employees (including both male and female frontline staff, customer service representatives, and branch managers) from two Ziraat Bank branches were selected. Because of the population's limitations, all the members of that population were chosen as research samples. Participants were asked to complete the Albrecht Standard Questionnaire and Satisfaction Questionnaire.

Table 1. Demographic Background of the Participants

Demographic Factors labels Number
1. Gender Male and Female 40
2. Age 27- 57
3. Ziraat Bank

3.3. Instruments

3.3.1. Albrecht Standard Questionnaire

Albrecht created and revised this survey in 2003, and it was translated into Turkish for this study. This survey, which has been widely used in management studies, is assessed using a 5-point Likert scale that ranges from strong disagreement to strongly concurrently. The 49 questions in this survey are based on Karl Albrecht's seven skills, which include "shared fate" (questions 7–14), "appetite for change" (questions 15–21), "heart" (questions 22–28), "strategic vision" (questions 1–7), "knowledge deployment" (questions 36–42), "performance pressure" (questions 43–49), and alignment and congruence (questions 29–35).

3.3.2. Customer Satisfaction Questionnaire

A custom-design questionnaire was developed to measure employee perceptions of customer satisfaction. To generate a comprehensive set of questions, an AI large language model (ChatGPT-4) was used as a brainstorming and drafting tool. The following prompt was used: "Generate 20 questions for a customer satisfaction questionnaire from an employee's perspective. The questions should cover topics such as employee perception of customer service, product quality, and the company's responsiveness to customer feedback." The initial list of questions generated by the AI was then reviewed, edited, and refined by the researcher to ensure they were relevant to the specific context of this study and aligned with the research objectives. The final questionnaire consisted of 20 questions. The questions were designed to capture various facets of customer satisfaction, including the quality of interactions with customers, and the perceived value of the product or service. The final version of the questionnaire was translated to Turkish. The survey has 4 parts including Customer service experience, Service quality, Relationship and loyalty, and overall satisfaction.

3.4. Data Collection Procedure

According to the objective of this study, forty bank employees were participating in this search. Because of the population's limitations, all the members of that population were chosen as research samples. The questionnaire was customized to reflect the bank context. After filling out the consent forms, customer satisfaction questionnaire and Albrecht questionnaire, assessed how organizational intelligence practices influence perceived customer satisfaction. To guarantee the validity and reliability of the responses, participants should be assured that their replies would remain anonymous and would not affect their professional position within the organization. The purpose of this measure was to promote open and objective feedback.

3.5. Data Analysis

The data in this study were analyzed using both descriptive and inferential statistics. To summarize the data, descriptive statistics were employed, including frequency, mean, standard deviation, tables, and statistical graphs. To examine the relationship between organizational intelligence and customer satisfaction, inferential analysis and Pearson's correlation coefficient were used. All statistical analysis and data extraction were performed using SPSS version 27 which is a powerful alternative tool for statistical analysis.

3.6. Role of the Researcher

The researcher is a 42-year-old woman. Based on the experiences that her husband had as a bank accountant, she decided to do this research. She instructed the employees in every session of this research, observed their performance, tracked the project's progress, gathered data, and carefully structured it. The collected data was analyzed, interpreted, and reported as a result by the researcher.

3.7. Ethical Considerations

The Ziraat Bank gave permission prior to the research and data collection. The data collection, analysis, and publication of the findings all took ethical considerations into account. All the participants were brought up to date on the study's goals and possible benefits. Before the research began, employees were informed that their participation was completely optional and that their privacy would be protected. Participants were questioned about their role in the study and the intended use of their data and information at this phase. An informed consent form was given to employees who agreed to take part in the current investigation. Participants' identities were kept private to address any potential ethical concerns that may have surfaced during the research procedure.

To sum up, the research approach used in the study looking at how organizational intelligence affects customer satisfaction from the viewpoint of bank employees is thoroughly described in this chapter. The study investigates the connection between customer satisfaction and organizational intelligence using a descriptive survey design. Due to the small population size, forty employees from Ziraat Bank in Istanbul including branch managers, customer service agents, and frontline staff were chosen as participants, making the full group the research sample. A customized version of the Albrecht Standard Questionnaire (2003), which evaluates several aspects of organizational intelligence, and Customer satisfaction questionnaire (Open Al, 2023) served as the main tools for gathering data. Participants completed the questionnaires, and the data gathering procedure placed a strong emphasis on moral principles including anonymity, secrecy, and voluntary involvement. Participants were encouraged to provide honest and unbiased feedback by being reassured that their answers would not affect their job security.

Both descriptive and inferential statistics were used in the data analysis process. While descriptive statistics, which include metrics like means, standard deviations, and frequencies, were employed to compile the responses of the participants and give a general picture of the data, Pearson's correlation coefficient was utilized to investigate the connection between customer happiness and organizational intelligence. To conduct statistical analyses, SPSS version 27 was used.

The researcher's involvement in managing the study, collecting and evaluating data, and guaranteeing its accuracy is also highlighted in this chapter. All participants gave their informed consent, ethical issues were considered at every stage of the study, and precautions were made to preserve their privacy and guarantee the accuracy of the results. In addition to ensuring that the research was carried out with appropriate respect for participant privacy and ethical norms, this chapter provides the framework for understanding how organizational intelligence affects consumer satisfaction.

CHAPTER 4: RESEARCH FINDINGS

The present study aimed to examine how much using organizational intelligence will affect organizations, banks, and financial institutions by improving communication with customers and their satisfaction and facilitating organizational decision-making. In the preceding chapter, the methodology used to conduct the research study was described. The present chapter provides an account of the analysis of the obtained data in relation to the research questions of the study: (1) Does organizational intelligence among bank employees increase customer satisfaction? (2) Does willingness to change for bank employees increase customer satisfaction? (3) Does organizational spirit between bank employees increase customer satisfaction? (4) Does knowledge application of the bank employees increase customer satisfaction? To answer these research questions, descriptive and correlational approach was utilized, in which 40 Ziraat Bank Employees were assigned. Data was collected from 40 Ziraat Bank employees using structured questionnaires based on Albrecht's Organizational Intelligence dimensions, and customer satisfaction questionnaire (Open Al, 2023). Descriptive statistical analyses were conducted using SPSS statistics version 27, and correlation analyses were conducted using Pearson correlation coefficients and visualizations.

4.1. Introduction

This chapter presents the results of the data analysis conducted to examine the relationship between organizational intelligence and customer satisfaction from the employees' perspective. The findings are organized into three sections: (a) descriptive statistics of customer satisfaction, (b) descriptive statistics of organizational intelligence, and (c) correlation analysis between the two variables.

4.2. Descriptive Statistics of Customer Satisfaction

Table 2 presents the descriptive statistics for customer satisfaction scores based on the responses of 40 participants.

Table 2. Descriptive Statistics for Customer Satisfaction Scores (N = 40)

Group	Mean	*Std. Deviation*	*P-Value*	*N*
Employees	57.25	21.30	0.922	40

As shown in Table 1, the mean score for customer satisfaction was **57.25** (SD = 21.30) on a scale ranging from 20 to 100. This indicates a moderate level of satisfaction among customers, as perceived by employees.

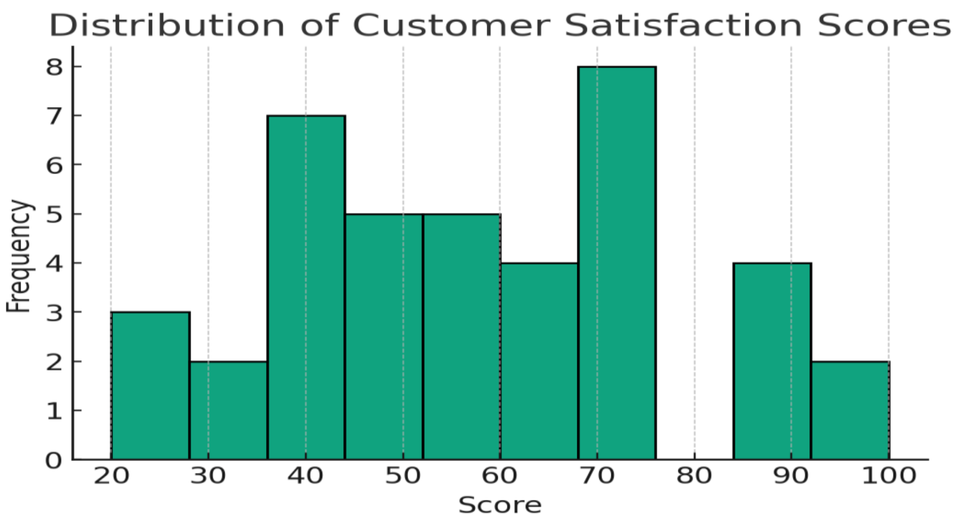

Figure 1. Distribution of Customer Satisfaction Scores

Figure 1 illustrates the distribution of customer satisfaction scores. Scores ranged from 20 to 100, with the highest frequencies observed around the 70-point range (n = 8) and the 40-point range (n = 7). The distribution appears multimodal, with several peaks at approximately 40, 50–55, 70, and 90 points. This indicates that customer satisfaction levels vary considerably, with clusters of respondents reporting both moderate and high levels of satisfaction, and fewer respondents at the extremely low and extremely high ends of the scale.

4.3. Descriptive Statistics of Organizational Intelligence

Table 3 presents the descriptive statistics for organizational intelligence scores based on Karl Albrecht's Organizational Intelligence Profile.

Table 3. Descriptive Statistics of Organizational Intelligence (N = 40)

Group	Mean	*Std. Deviation*	*N*
Employees	142.55	31.76	40

As shown in Table 3, the mean score for organizational intelligence was **142.55** (SD = 31.76) on a possible range of 49 to 245. This suggests a moderate-to-high level of organizational intelligence in the participating organization.

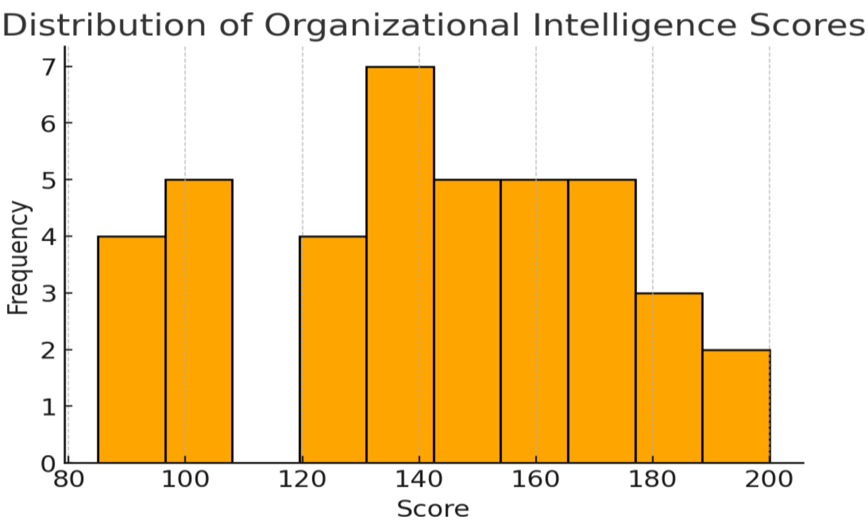

Figure 2. Distribution of Organizational Intelligence Scores

The histogram illustrates the distribution of organizational intelligence scores among the participants. Scores range from approximately 85 to 200.

The distribution shows multiple peaks, with the highest frequency observed in the 135–145 score range (7 participants). Moderate concentrations are seen around 100–110, 150–160, and 165–175, each with about 4–5 participants. Fewer participants scored at the extreme lower (below 95) and higher ends (above 185). Overall, the pattern suggests a somewhat spread-out distribution with several clusters, indicating variability in organizational intelligence levels among respondents.

4.4. Correlation Analysis

The association between organizational intelligence measures and customer satisfaction were ascertained using Pearson's correlation coefficient.

Table 4. Correlation Between OI Dimensions and Customer Satisfaction

	Paired Difference	
Variables	r	P-Value
CS & OI	-0.28	0.081

As shown in Table 4, the correlation coefficient between the two variables was **r = -0.28** indicating weak negative correlation with customer satisfaction.

Figure 3 presents a scattered plot of the relationship between customer satisfaction and organizational intelligence. The data points show no clear upward or downward trend, which supports the low correlation result.

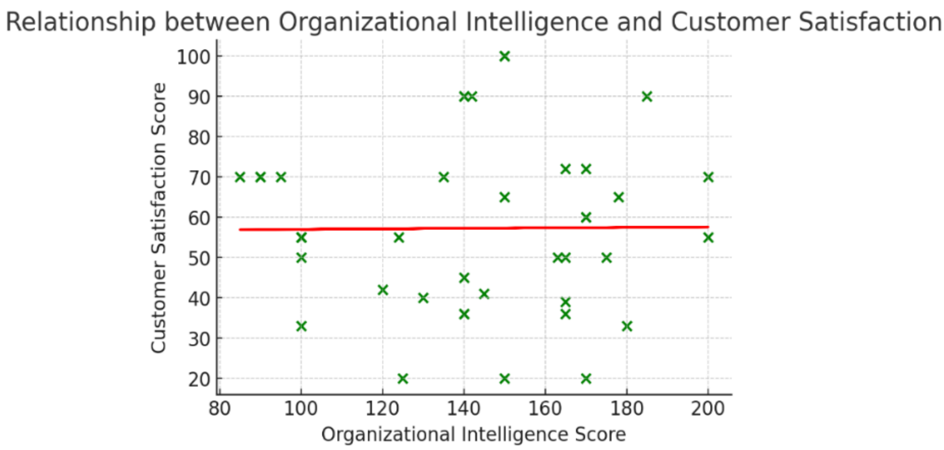

Figure 3. Scatter Plot of Customer Satisfaction and Organizational Intelligence

Table 5. Correlation Between OI Dimension (Appetite for Change) and Customer Satisfaction

Paired Differences		
Variables	r	P-Value
CS & AC	-0.09	0.586

A Pearson correlation analysis was conducted to examine the relationship between Customer Satisfaction (CS) and Appetite for Change (AC) among bank employees. The results indicated a very weak negative correlation, $r = –0.09$, with a p-value of 0.586. Since the p-value is greater than 0.05, the correlation is not statistically significant. This means there is no meaningful linear relationship between employees' willingness or readiness to change and customer satisfaction in this sample.

Table 6. Correlation Between OI Dimension (Knowledge Deployment) and Customer Satisfaction

Paired Differences		
Variables	r	P-Value
CS & KD	0.18	0.270

A Pearson correlation analysis was performed to assess the relationship between Customer Satisfaction (CS) and Knowledge Deployment (KD) among bank employees. The results showed a weak positive correlation, $r = 0.18$, with a p-value of 0.270. Although the correlation is in a positive direction, suggesting that higher levels of knowledge deployment might be associated with higher customer satisfaction, the relationship is not statistically significant ($p > 0.05$). This means that based on the data collected, there is no strong or reliable evidence to conclude that the way employees apply and use knowledge has a significant effect on customer satisfaction.

Table 7. Correlation Between OI Dimension (Shared Fate) and Customer Satisfaction

Paired Differences		
Variables	r	P-Value
CS & SF	0.09	0.581

A Pearson correlation was conducted to explore the relationship between Customer Satisfaction (CS) and Shared Fate (SF) among bank employees. The analysis yielded a very weak positive correlation, $r = 0.09$, with a p-value of 0.581. The result is not statistically significant ($p > 0.05$), indicating that there is no meaningful linear association between employees' sense of organizational spirit or flexibility and the level of customer satisfaction they report. In practical terms, this suggests that variations in organizational spirit or adaptability among employees do not significantly influence customer satisfaction in this sample.

In conclusion, this chapter presented the results of a study that examined the relationship between organizational intelligence (OI) components and customer satisfaction in the context of Ziraat Bank employees. The analysis employed both descriptive and correlational statistical methods to address the study's research topics.

The following findings were obtained from the data analysis as previously mentioned: (a) OI and CS have a weakly negative connection. (b) AC and CS showed a very slight negative connection. (c) KD did not significantly improve customer satisfaction with this group, and (d) the statistics indicated a very modest positive association between SF and CS. These findings suggest that while organizational intelligence has many powerful internal components, they may not always translate into higher customer satisfaction. By highlighting a disparity between internal procedures and external results, this draws attention to the necessity of better alignment between organizational practices and customer-centric tactics. Both descriptive statistics and correlation patterns were provided to enhance understanding of the data changes.

These results will be thoroughly interpreted, their consequences will be covered, and useful suggestions will be provided in the upcoming chapter.

CONCLUSION

The purpose of this study was to determine whether organizational intelligence and customer happiness are significantly correlated. Enhancing customer satisfaction can be achieved with the aid of organizational intelligence. This study looked at and evaluated customer satisfaction as the dependent variable. Organizational intelligence and its three components—knowledge deployment, share fate, and appetite for change—were the independent variables. 40 adult male and female Turkish bank employees participated in the survey; they were selected based on their degree of customer relationship. The research procedure consists of two parts. To answer the study questions, the researcher also assessed and interpreted the information from the two main research tools, which were distributed questionnaires.

The primary aim of this study was to examine the relationship between Organizational Intelligence (OI) and Customer Satisfaction (CS) from the perspective of bank employees in Ziraat Bank, Istanbul. The results provided several noteworthy insights.

The first research question of the study was: Does organizational intelligence among bank employees increase customer satisfaction? This was followed by a null hypothesis that suggested there is no statistically significant relationship between organizational intelligence and customer satisfaction. Although the correlation was weak and negative, the evidence is not strong enough ($p = 0.081$) to claim a meaningful relationship.

Therefore, we cannot confidently conclude that there is a meaningful relationship between organizational intelligence and customer satisfaction based on this sample.

In conclusion, the findings do not support Research Question 1. There is no significant evidence to suggest that higher organizational intelligence among bank employees leads to increased customer satisfaction.

Does the willingness to change (Appetite for Change) for bank employees increase customer satisfaction? To explore this question, a Pearson correlation analysis was performed between the employees' scores on Appetite for Change (a subdimension of Organizational Intelligence in Albrecht’s model) and Customer Satisfaction scores. The results indicated a weak negative correlation, with a correlation coefficient of $r = –0.09$ and a p-value of 0.586. Since the p-value is greater than 0.05, this result is not statistically significant. Therefore, we fail to reject the null hypothesis, which suggests that there is no meaningful relationship between employees' willingness to change and customer satisfaction in this sample.

In conclusion, Research Question 2 is not supported by the data. The findings indicate that an employee's level of openness to change does not significantly impact their perception of customer satisfaction.

Does organizational spirit among bank employees increase customer satisfaction? To answer this question, a Pearson correlation analysis was conducted between employees' Organizational Spirit scores and Customer Satisfaction scores. The results revealed a very weak positive correlation, with $r = 0.09$ and a p-value of 0.581. Since the p-value exceeds 0.05, this correlation is not statistically significant, and we therefore fail to reject the null hypothesis. This means that no meaningful statistical relationship was found between organizational spirit and customer satisfaction among the bank employees in this study.

The result of the third question appeared to be in line with the research done by Hosseini et al., (2016). The result of the research showed that some dimensions of organizational intelligence, like strategic vision and knowledge application, had a stronger correlation with customer satisfaction than softer factors like organizational spirit.

Also, Albrecht (2003) conducted research in which the results were in line with current study and found that some dimensions of organizational intelligence, like strategic vision and knowledge application, had a stronger correlation with customer satisfaction than softer factors like organizational spirit.

Does knowledge application of the bank employees increase customer satisfaction? The Pearson correlation coefficient between knowledge application (KD) and customer satisfaction (CS) was $r = 0.60$, indicating a moderately strong positive relationship. This means that higher levels of knowledge application among employees were associated with higher customer satisfaction scores. The p-value was less than 0.05, indicating that this relationship is statistically significant at the 5% level. Since the p-value is below the conventional threshold of 0.05, the null hypothesis (that there is no relationship between KD and CS) is rejected. This suggests that improvements in employees' knowledge application are likely to contribute meaningfully to higher customer satisfaction. The results support the idea that fostering strong application knowledge practices among employees can have a significant and positive impact on customer satisfaction. This aligns with organizational intelligence theory, which emphasizes the role of knowledge utilization in enhancing service quality and customer experiences.

Hosseini et al. (2016) found that knowledge utilization, as a core component of organizational intelligence, had a significant positive impact on customer satisfaction in the banking sector. They concluded that when employees actively apply their knowledge to customer interactions, service quality improves, leading to higher satisfaction levels.

Moreover, Yaghoubi et al. (2010) also reported that effective knowledge application within organizations contributed to better problem-solving, faster response times, and more personalized customer service, all of which enhance satisfaction.

This study aimed to explore the relationship between organizational intelligence and customer satisfaction from the perspective of bank employees at Ziraat Bank in Istanbul. The findings revealed a complex picture regarding how different dimensions of organizational intelligence relate to customer satisfaction.

Customer satisfaction and total organizational intelligence did not significantly correlate, according to the study. Likewise, there were weak and statistically insignificant relationships between customer satisfaction and the subdimensions of organizational spirit and appetite for change. These findings imply that in this situation, customer happiness may not be directly impacted by the softer, more intangible components of organizational intelligence.

However, with a reasonably high and statistically significant positive link with customer satisfaction, employee knowledge application appeared as a crucial element. This research emphasizes how crucial it is to use knowledge effectively as a means of enhancing the banking industry's customer experience. It confirms earlier findings that service quality and satisfaction levels dramatically increase when staff members successfully utilize their expertise during client encounters.

The findings show that banks should prioritize improving knowledge management and employees' ability to use organizational knowledge in real-world situations if they want to increase customer satisfaction. In contrast to the practical application of knowledge, cultural and attitudinal elements such as organizational spirit and openness to change seem to have less of a direct influence on customer satisfaction.

In conclusion, the study shows that organizational intelligence is not a uniform predictor of customer satisfaction; rather, its impact depends on the effective application of specific dimensions. Among these, knowledge deployment stands out as a critical factor for improving customer experiences. For banks seeking to strengthen client relationships and sustain competitiveness, fostering the practical use of organizational knowledge should be a strategic priority.

Managerial Implication

Enhancing strategic communication is crucial for increasing organizational effectiveness and customer satisfaction. This is achieved by making sure that the bank's strategic goals are consistently communicated and clearly connected to employees' daily tasks, which promotes alignment between the organization's vision and customer service procedures. This endeavor can be strengthened by investing in knowledge management systems, which make important corporate knowledge easily available and relevant to customer interactions. Additionally, putting employee motivation into practice through focused training initiatives can assist staff in converting their sentimental dedication into observable enhancements in customer service, ultimately enhancing customer satisfaction and employee engagement.

Limitations and Future Research

The study is subject to certain limitations that should be acknowledged. First, the sample size was limited to 40 employees from selected branches of Ziraat Bank in Istanbul, which restricts the generalizability of the findings to other banks or regions. Second, customer satisfaction was assessed based on employee perceptions rather than direct customer surveys, which may introduce bias and limit the accuracy of the results. Finally, the cross-sectional nature of the study provides only a snapshot at a single point in time, making it difficult to establish causal relationships between organizational intelligence and customer satisfaction. Direct consumer input and employee impressions should be included in future studies to support and validate the results. The study's generalizability would be improved by extending it to several banks in various geographical areas. A deeper comprehension of the relationships between organizational intelligence and customer happiness may also be possible by looking into potential mediating or moderating factors including digital transformation, service innovation, and staff well-being. Researchers would also be able to monitor how shifts in organizational intelligence impact consumer satisfaction over time by conducting longitudinal studies, which would provide important insights into causal links and long-term impacts.

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APPENDIX 1. ALBRECHT QUESTIONNAIRE (ENGLISH)

Preliminary Assessment Questionnaire

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This survey is intended for use as a preliminary assessment of an organization's "organizational intelligence," as defined in the book The Power of Minds at Work: Organizational Intelligence in Action, by Karl Albrecht. A comprehensive evaluation, leading to a developmental plan, requires further investigation by qualified experts who can advise the senior management team with regard to options for improvement. Users of this resource agree to release, and hold harmless, Karl Albrecht International and its agents and partners from any claims of damage arising from its use.

How "Intelligent" is Your Organization?

By answering the questions on this survey, you can contribute your opinions and impressions regarding your organization's overall effectiveness, from the point of view of its "total intelligence," or its ability to do things in a "smart" way.

Organizational intelligence can be defined as:

the capacity of an organization to mobilize all of its brainpower, and to focus that brainpower on achieving its mission.

"Dumb" organizations tend to defeat themselves by wasting human energy and failing to capitalize on the intelligence of their people. "Smart" organizations tend to succeed by multiplying the intelligence of their people.

We can describe an organization's level of intelligence in terms of seven key dimensions, or categories:

1. Strategic Vision: do we know where we're going?
2. Shared Fate: are we all in the same boat?
3. Change: can we face the unexpected challenges?
4. Heart: do we have the spirit and energy to succeed?
5. Alignment: do the organization's "rules and tools" help us succeed?
6. Knowledge: do we share our information, knowledge, and wisdom?
7. Performance: are we serious about getting things done?

This survey has a series of seven questions under each of those seven categories, for a total of 49 questions. Please read each statement carefully and decide how much you agree or disagree with it.

Please use the following scale of answers, or choose the response on the answer form that best describes your answer:

1 = Strongly disagree.

2 = Disagree.

3 = Neutral; no strong opinion.

4 = Agree.

5 = Strongly agree.

The first item asks for the name of the organization you are evaluating, or the type of business it does. The person asking you for your opinions may tell you what to put here; otherwise, please use the type of business.

Thank you for taking the time and effort to contribute your views.

Organizational Intelligence Profile

Organization (name, or type of business): Please leave a question blank if you feel you can't answer it properly.

Strategic Vision

1. Is there an ongoing "strategic conversation" throughout the organization, i.e., a continuing discussion of the business environment and ways to meet the challenges it presents?

2. Is there a formal, disciplined process for "environmental scanning," i.e., a systematic review of the business environment to identify key trends, threats, and opportunities?

3. Is there an annual strategic review, in which all executives and other key leaders reconsider the organization's environment, direction, and key strategic priorities?

4. Have the executives articulated a credible "value proposition," i.e., the organization's promise to the marketplace, as the heart of the strategic concept?

5. Is there a meaningful and compelling statement of direction, i.e., vision, mission, or key principles for guiding the enterprise?

6. Do managers use the mission or vision statement regularly for guidance in making key decisions and setting major priorities?

7. Does the organization have an effective process for identifying, developing, and promoting its future leaders and strategic thinkers?

Shared Fate:

8. Does management share plans, priorities, and operating results with the employees?

9. Do people at all levels understand the key idea of the business and understand the overall strategic concept?

10. Do people in different departments help one another, share information and ideas freely, and generally support one another in getting work done?

11. Do employees express a sense of belonging, i.e., a sense that they are a part of the organization and not merely employees of it?

12. Do employees express a sense of partnership with management, rather than a sense of alienation and animosity?

13. Do employees believe in the organization's prospects for success?

14. Do most employees see their relationship to the organization as potentially long lasting?

Appetite for Change

15. Are the products, services, and forms of value delivery continually evolving and keeping up with the changing demands of the business environment?

16. Are natural mechanisms in place to encourage innovation, e.g., experiments with new ideas, new product development teams, employee suggestion programs?

17. Are employees encouraged to find better ways to do their jobs?

18. Are people at various levels allowed to question the accepted way of doing things?

19. Is bureaucratic "underbrush" (e.g., rules for the sake of rules, outmoded policies and procedures) kept to a minimum?

20. Are the leaders of the enterprise willing to admit their mistakes and cancel misguided ventures that aren't working?

21. Does management promote an atmosphere of openness to and acceptance of change, and of thinking about the business in new and original ways?

Heart

22. Do employees perceive the overall quality of work life in the organization as high?

23. Do employees believe that management has their best interests at heart?

24. Do employees express a sense of pride in belonging to the organization?

25. Are employees willing to put in extra effort to help the organization succeed and achieve its goals?

26. Do employees express optimism regarding their career opportunities with the organization?

27. Do managers approach their jobs with energy, enthusiasm, and optimism?

28. Do managers model commitment, energy, enthusiasm, and optimism in the eyes of the employees?

Alignment & Congruence

29. Is the overall structure of the organization appropriate to the business mission?

30. Do policies, rules, and regulations make sense in light of the key business priorities?

31. Do business processes facilitate employee performance and productivity rather than impede it?

32. Do the information systems and tools empower the employees to do their jobs effectively?

33. Do the information systems enable employees to create value for their customers?

34. Are authority and responsibility passed as far down into the organization as possible?

35. Are divisional and departmental missions aligned so as to facilitate cooperation and coordinated efforts, rather than inter-unit conflict?

Knowledge Deployment

36. Are there natural "cultural" processes by which people share knowledge and exchange important business information?

37. Do managers show respect and appreciation for knowledge and education as key resources and work skills?

38. Are organizational boundaries "porous" to ideas and information, allowing people to share what they learn rather than "hoarding" information?

39. Do the information systems support the wide availability and free flow of useful operating information?

40. Do executives, managers, and key staff people continually study the latest business ideas, trends, and research results related to the business?

41. Has management instituted programs to support continuous learning and career development for all employees?

42. Do managers fully comprehend and appreciate the various individual skills, qualifications, and knowledge available from employees in their units?

Performance Pressure

43. Do employees at all levels understand clearly what their roles and responsibilities are, and what contributions are expected from them?

44. Do executives, managers, and supervisors communicate the performance goals, targets, and expectations clearly and continually?

45. Do supervisors act quickly and decisively to solve employee performance problems, rather than allow unproductive workers to undermine the efforts of productive workers?

46. Do senior and middle managers act to rehabilitate or remove failing managers, and to require a high level of managerial competence in all leadership positions?

47. Do employees receive feedback about their performance and recognition of their contributions?

48. Do employees feel their work contributes to the success of the enterprise?

49. Do employees believe their compensation and career successes are fairly determined by their job performance?

50. Which of these categories most closely describes your position in the organization?

1 = Executive

2 = Manager

3 = Supervisor/Specialist

4 = Staff

5 =Other

51. What is the name of your department or work area?

52. Which ONE of these categories most nearly describes the organization's primary activity? Please read ALL options before selecting one.

1. Association
2. Construction
3. Education
4. Financial Services
5. Food/Foodservice
6. Government
7. Healthcare
8. Hospitality
9. Manufacturing
10. Media/Entertainment
11. Military
12. Professional Services
13. Publishing
14. Retail
15. Social Services
16. Telecommunication
17. Transport

18. Travel

19. Utilities

20. Other

53. Please add any comments you would like to make.

Organizational Intelligence Profile

Organization (name, or type of business): Description: Circle Your Answer

1	Strategic Conversation	1	2	3	4	5
2	Environmental Scanning					
3	Annual Strategic Review					
4	Have a Value Proposition					
5	Statement of Direction					
6	Using Mission Statement					
7	Finding Future Leaders					
8	Share Plans & Results					
9	All Understand Biz Idea					
10	Depts Help & Share					
11	Emps Sense of Belonging					
12	Emps Sense of Partnership					
13	Emps Believe in Success					
14	Emps Lasting Relationship					
15	Processes Always Evolving					
16	Encouraging Innovation					
17	Encouraged to Improve Job					
18	Allowed to Question					
19	Minimum Bureaucracy					
20	Leaders Admit Mistakes					
21	Atmosphere for Change					

22	Quality of Work Life					
23	Emp Interests at Heart					
24	Pride in Organization					
25	Emps Give Extra Effort					
26	Career Opportunities					
27	Mgrs' Attitude Toward Job					
28	Mgrs Model Commitment					
29	Structure is Appropriate					
30	Policies Support Mission					
31	Business Processes Help					
32	Info Systems Empower					
33	Info Systems - Cust Value					
34	Pass Responsibility Down					
35	Dept Missions Aligned					
36	Culture of Sharing Know.					
37	Mgrs Respect Knowledge					
38	Boundaries Porous - Ideas					
39	Operating Info Flows					
40	Execs Study Latest Ideas					
41	Emp Learning & Devel					
42	Mgrs Appreciate Skills					
43	Emps Und Expectations					
44	Mgrs Communicate Goals					
45	Mgrs Solve Perf Problems					

46	Bad Mgrs Not Tolerated					
47	Emps Receive Feedback					
48	Emps My Work Contributes					
49	Emps Advance on Merit					

50. Which of these categories most closely describes your position in the organization?

1	Executive	
2	Manager	
3	Supervisor/ Specialist	
4	Staff	
5	Other	

51. What is the name of your department / work area?

52. Which ONE of these categories most nearly describes the organization's primary activity? Please read ALL options before selecting one.

53. Please add any comments you would like to make.

APPENDIX 2. ALBRECHT QUESTIONNAIRE (TURKISH)

Organizasyonunuz Ne Kadar “Zeki”?

Bu anketteki soruları yanıtlayarak, organizasyonunuzun genel etkinliği hakkında, “toplam zekâsı” yani işleri “akıllıca” yapabilme yeteneği açısından görüşlerinizi ve izlenimlerinizi paylaşabilirsiniz.

Organizasyonel zekâ, bir organizasyonun tüm beyin gücünü harekete geçirme ve bu beyin gücünü misyonunu gerçekleştirmek için odaklama kapasitesi olarak tanımlanabilir.

“Akılsız” organizasyonlar, insan enerjisini boşa harcayarak ve çalışanlarının zekâsından faydalanmayarak kendi kendilerini baltalarlar.

“Akıllı” organizasyonlar ise, çalışanlarının zekâsını çoğaltarak başarıya ulaşırlar.

Bir organizasyonun zekâ düzeyini yedi temel boyutta tanımlayabiliriz:

1. Stratejik Vizyon: Nereye gittiğimizi biliyor muyuz?

2. Ortak Kader: Hepimiz aynı gemide miyiz?

3. Değişime Açıklık: Beklenmedik zorluklarla başa çıkabiliyor muyuz?

4. Gönülden Bağlılık: Başarı için gerekli ruh ve enerjiye sahip miyiz?

5. Uyum ve Tutarlılık: Organizasyonun “kuralları ve araçları” başarıya ulaşmamıza yardımcı oluyor mu?

6. Bilgi Paylaşımı: Bilgilerimizi, bilgeliğimizi ve tecrübemizi paylaşıyor muyuz?

7. Performans: İşleri başarma konusunda ciddi miyiz?

Bu ankette, her bir kategori altında yedi soru olmak üzere toplam 49 soru bulunmaktadır.

Her ifadeyi dikkatle okuyunuz ve ne kadar katıldığınızı ya da katılmadığınızı belirtiniz.

Lütfen aşağıdaki cevap ölçeğini kullanınız veya size en uygun olan yanıtı işaretleyiniz:

1 = Kesinlikle katılmıyorum

2 = Katılmıyorum

3 = Kararsızım / Tarafsızım

4 = Katılıyorum

5 = Kesinlikle katılıyorum

İlk soru, değerlendirdiğiniz organizasyonun adını veya iş türünü belirtmenizi ister. Size bu konuda ne yazmanız gerektiği söylenmemişse, iş türünü yazabilirsiniz.

Görüşlerinizi paylaşmak için zaman ve çaba harcadığınız için teşekkür ederiz.

Organizasyonel Zekâ Profili

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Organizasyon (adı veya iş türü):

Bir soruyu doğru şekilde cevaplayamayacağınızı düşünüyorsanız boş bırakabilirsiniz.

Stratejik Vizyon

1. Organizasyon genelinde sürekli bir "stratejik diyalog" var mı? Yani iş ortamı ve bu ortama nasıl uyum sağlanacağı konusunda sürekli bir tartışma yürütülüyor mu?

2. Çevresel tarama" için resmî, disiplinli bir süreç var mı? Yani iş ortamındaki önemli eğilimleri, tehditleri ve fırsatları sistematik olarak gözden geçirme süreci?

3. Tüm yöneticilerin ve kilit liderlerin organizasyonun çevresini, yönünü ve stratejik önceliklerini gözden geçirdiği yıllık stratejik bir değerlendirme yapılıyor mu?

4. Yöneticiler, organizasyonun stratejik kavramının kalbinde yer alan inandırıcı bir "değer önerisi" ortaya koymuşlar mı?

5. Organizasyon için anlamlı ve etkileyici bir yön bildirimi (vizyon, misyon veya temel ilkeler) var mı?

6. Yöneticiler, önemli kararlar alırken ve öncelikleri belirlerken misyon veya vizyon bildirisini düzenli olarak kullanıyor mu?

7. Organizasyon, geleceğin liderlerini ve stratejik düşünürlerini tanımlamak, geliştirmek ve terfi ettirmek için etkili bir sürece sahip mi?

Ortak Kader

8. Yönetim, planlarını, önceliklerini ve faaliyet sonuçlarını çalışanlarla paylaşıyor mu?

9. Tüm seviyelerdeki çalışanlar, işin ana fikrini ve genel stratejik kavramı anlıyor mu?

10. Farklı departmanlardaki kişiler birbirlerine yardımcı oluyor, bilgi ve fikirlerini serbestçe paylaşıyor ve işlerin yapılmasına destek oluyor mu?

11. Çalışanlar, sadece çalışan olmaktan öte, organizasyonun bir parçası olduklarını hissediyor mu?

12. Çalışanlar, yönetimle bir ortaklık içinde olduklarını mı, yoksa yabancılaşma ve düşmanlık mı hissediyorlar?

13. Çalışanlar, organizasyonun başarılı olma şansına inanıyor mu?

14. Çoğu çalışan, organizasyonla olan ilişkisini uzun vadeli olarak mı görüyor?

Değişime Açıklık

15. Ürünler, hizmetler ve değer sunma biçimleri sürekli olarak gelişiyor ve iş ortamındaki değişen taleplere ayak uyduruyor mu?

16. Yenilikçiliği teşvik eden doğal mekanizmalar var mı? (örneğin: yeni fikir denemeleri, yeni ürün geliştirme ekipleri, çalışan öneri programları)

17. Çalışanlar, işlerini daha iyi yapmanın yollarını aramaları için teşvik ediliyor mu?

18. Çeşitli seviyelerdeki kişiler, kabul görmüş uygulamaları sorgulama hakkına sahip mi?

19. Bürokratik "çalılık" (örneğin: sadece kural olsun diye konulan kurallar, modası geçmiş prosedürler) en aza indirgenmiş mi?

20. Liderler, hatalarını kabul edebiliyor ve işe yaramayan projeleri iptal edebiliyor mu?

21. Yönetim, değişime ve işin yeni ve orijinal şekillerde düşünülmesine açık bir ortam teşvik ediyor mu?

Gönülden Bağlılık

22. Çalışanlar, organizasyondaki genel iş yaşam kalitesini yüksek olarak mı algılıyor?

23. Çalışanlar, yönetimin onların çıkarlarını gözettiğine inanıyor mu?

24. Çalışanlar, organizasyona ait olmaktan gurur duyuyor mu?

25. Çalışanlar, organizasyonun başarılı olması ve hedeflerine ulaşması için fazladan çaba göstermeye istekli mi?

26. Çalışanlar, organizasyonda kariyer fırsatları konusunda iyimser mi?

27. Yöneticiler, işlerine enerji, coşku ve iyimserlikle yaklaşıyor mu?

28. Yöneticiler, çalışanların gözünde bağlılık, enerji, coşku ve iyimserlik örneği oluyor mu?

Uyum ve Tutarlılık

29. Organizasyonun genel yapısı, iş misyonuna uygun mu?

30. Politikalar, kurallar ve düzenlemeler, işin ana öncelikleri göz önünde bulundurulduğunda mantıklı mı?

31. İş süreçleri, çalışan performansını ve verimliliğini kolaylaştırıyor mu, yoksa engelliyor mu?

32. Bilgi sistemleri ve araçları, çalışanların işlerini etkili bir şekilde yapmalarını sağlıyor mu?

33. Bilgi sistemleri, çalışanların müşterilere değer sunmalarını sağlıyor mu?

34. Yetki ve sorumluluklar, organizasyonun alt seviyelerine kadar aktarılmış mı?

35. Birimlerin ve departmanların misyonları, iş birliğini ve koordinasyonu kolaylaştıracak şekilde hizalanmış mı?

Bilgi Paylaşımı

36. İnsanların bilgi paylaşımı ve önemli iş bilgilerini değiş tokuş etmeleri için doğal "kültürel" süreçler var mı?

37. Yöneticiler, bilgi ve eğitimi önemli kaynaklar ve iş becerileri olarak takdir ediyor mu?

38. Organizasyonel sınırlar, fikir ve bilgi alışverişine açık mı, yoksa insanlar bilgileri “gizli” mi tutuyor?

39. Bilgi sistemleri, yararlı bilgilerin geniş çapta erişilebilirliğini ve serbest akışını destekliyor mu?

40. Üst düzey yöneticiler, yöneticiler ve kilit personel, iş ile ilgili en son fikirleri, eğilimleri ve araştırmaları sürekli olarak inceliyor mu?

41. Yönetim, tüm çalışanlar için sürekli öğrenme ve kariyer gelişimini destekleyen programlar uygulamış mı?

42. Yöneticiler, birimlerinde bulunan çalışanların bireysel beceri, nitelik ve bilgilerini tam olarak anlıyor ve takdir ediyor mu?

Performans Baskısı

43. Tüm çalışanlar, rollerini, sorumluluklarını ve kendilerinden beklenen katkıları net bir şekilde anlıyor mu?

44. Üst düzey yöneticiler ve denetçiler, performans hedeflerini, beklentileri net ve sürekli olarak iletiyor mu?

45. Denetçiler, düşük performans gösteren çalışanlarla ilgili sorunları hızlı ve kararlı bir şekilde çözüyor mu?

46. Üst ve orta kademe yöneticiler, başarısız yöneticileri iyileştirmek ya da görevden almak konusunda kararlı mı?

47. Çalışanlar, performansları hakkında geri bildirim ve yaptıkları katkılar için takdir alıyor mu?

48. Çalışanlar, yaptıkları işin organizasyonun başarısına katkı sağladığını hissediyor mu?

49. Çalışanlar, maaşlarının ve kariyer başarılarının iş performanslarına göre adil bir şekilde belirlendiğine inanıyor mu?

50. Aşağıdaki kategorilerden hangisi, organizasyondaki pozisyonunuzu en iyi tanımlar?

1 = Üst Düzey Yönetici

2 = Yönetici

3 = Süpervizör / Uzman

4 = Personel

5 = Diğer

51. Departmanınızın veya çalışma alanınızın adı nedir?

52. Organizasyonun ana faaliyet alanını en iyi tanımlayan kategori hangisidir? Lütfen TÜM seçenekleri okuduktan sonra birini seçiniz:

1. Dernek
2. İnşaat
3. Eğitim
4. Finansal Hizmetler
5. Gıda/Gıda Hizmetleri
6. Kamu
7. Sağlık Hizmetleri
8. Konaklama
9. Üretim
10. Medya/Eğlence
11. Askeriye
12. Profesyonel Hizmetler
13. Yayıncılık
14. Perakende
15. Sosyal Hizmetler
16. Telekomünikasyon

17. Ulaşım

18. Seyahat

19. Kamu Hizmetleri

20. Diğer

54. Eklemek istediğiniz herhangi bir yorum varsa lütfen yazınız.

Organizasyonel Zekâ Profili

Organizasyon (adı veya iş türü):

Soru No | Açıklama | Cevabınızı Daire İçine Alınız

1	Stratejik Diyalog	1	2	3	4	5
2	Çevresel Tarama					
3	Yıllık Stratejik Gözden Geçirme					
4	Değer Önerisi Sahibi Olmak					
5	Yön Bildirimi (vizyon/misyon)					
6	Misyon Bildirimi Kullanımı					
7	Geleceğin Liderlerini Belirleme					
8	Plan ve Sonuçların Paylaşılması					
9	Herkes İş Fikrini Anlıyor					
10	Departmanlar Yardımcı Olur & Paylaşır					
11	Çalışanların Aidiyet Hissi					
12	Çalışanların Ortaklık Hissi					
13	Çalışanların Başarı İnancı					

14	Çalışanların Uzun Süreli İlişkisi					
15	Süreçler Sürekli Gelişiyor					
16	Yenilik Teşviki					
17	İşini Geliştirmeye Teşvik					
18	Sorgulamaya İzin Verilmesi					
19	Asgari Bürokrasi					
20	Liderler Hatalarını Kabul Eder					
21	Değişime Açık Atmosfer					
22	İş Yaşam Kalitesi					
23	Yönetim Çalışan Çıkarlarını Gözetiyor					
24	Organizasyonla Gurur					
25	Çalışanlar Ekstra Çaba Harcıyor					
26	Kariyer Fırsatları					
27	Yöneticilerin İşe Yaklaşımı					
28	Yöneticiler Bağlılık ve Coşku Modeli					
29	Yapı Uygun					
30	Politikalar Misyonu Destekliyor					
31	İş Süreçleri Yardımcı					
32	Bilgi Sistemleri Çalışanları Güçlendirir					
33	Bilgi Sistemleri Müşteri Değeri Sağlar					
34	Sorumluluk Aşağıya Aktarılır					

35	Departman Misyonları Uyumlu					
36	Bilgi Paylaşımı Kültürü					
37	Yöneticiler Bilgiye Değer Veriyor					
38	Fikir Paylaşımına Açıklık					
39	İş Bilgileri Serbest Akıyor					
40	Üst Düzeyler Yeni Fikirleri Takip Ediyor					
41	Öğrenme ve Gelişim Destekleniyor					
42	Yöneticiler Becerileri Takdir Ediyor					
43	Çalışanlar Beklentileri Anlıyor					
44	Yöneticiler Hedefleri Açıkça İletiyor					
45	Yöneticiler Performans Sorunlarını Çözüyor					
46	Kötü Yöneticilere Tolerans Yok					
47	Çalışanlar Geri Bildirim Alıyor					
48	İşim Başarıya Katkı Sağlıyor					
49	Başarıya Göre Terfi					

50. Aşağıdaki kategorilerden hangisi organizasyondaki pozisyonunuzu en iyi tanımlar?

1 = Üst Yönetim | 2 = Yönetici | 3 = Süpervizör / Uzman | 4 = Personel | 5 = Diğer

51. Departmanınızın veya çalışma alanınızın adı nedir?

(Boş bırakılacak alan)

52. Organizasyonun temel faaliyetini en iyi tanımlayan kategoriyi seçiniz (hepsini okuyunuz):

(Seçenekler: Dernek, İnşaat, Eğitim, Finans, Gıda, Kamu, Sağlık, Konaklama, Üretim, Medya, Askeriye, Profesyonel Hizmetler, Yayıncılık, Perakende, Sosyal Hizmetler, Telekomünikasyon, Ulaşım, Seyahat, Kamu Hizmeti, Diğer)

53. Eklemek istediğiniz yorumlar varsa lütfen yazınız.

APPENDIX 3. CUSTOMER SATISFACTION QUESTIONNAIRE

Müşteri Memnuniyeti Anketi (Çalışanların Bakış Açısı)

Talimatlar: Lütfen müşterilerimizle ilgili gözlemleriniz ve deneyimleriniz doğrultusunda her ifadeye ne ölçüde katıldığınızı belirtiniz.

Ölçek: 1 – Kesinlikle Katılmıyorum, 2 – Katılmıyorum, 3 – Kararsızım, 4 – Katılıyorum, 5 – Kesinlikle Katılıyorum

Bölüm 1: Müşteri Hizmeti Deneyimi

(1) Müşterilerimiz genellikle etkileşimlerden memnun ayrılır.

(2) Müşteriler sıklıkla deneyimleri hakkında olumlu geri bildirim verir.

(3) Müşteri şikayetlerini etkili ve hızlı bir şekilde çözüyoruz.

(4) Müşteriler bizimle etkileşimlerinde saygı gördüklerini ve değerli hissettiklerini belirtir.

(5) Müşterilerin bekleme süresi makul ve kabul edilebilir düzeydedir.

Bölüm 2: Ürün/Hizmet Kalitesi

(6) Müşteriler ürünlerimizin/hizmetlerimizin kalitesinden memnundur.

(7) Ürünlerimiz/hizmetlerimiz müşteri beklentilerini karşılar veya aşar.

(8) Ürünlerimiz/hizmetlerimiz hakkında doğru ve net bilgi sağlarız.

(9) Müşteriler memnuniyetsizlik nedeniyle nadiren ürün iadesi yapar veya geri ödeme talep eder.

(10) Müşteriler ürünlerimizi/hizmetlerimizi başkalarına sıkça tavsiye eder.

Bölüm 3: İlişki ve Sadakat

(11) Birçok tekrar eden müşterimiz vardır.

(12) Müşteriler markamıza rakiplerden daha fazla sadakat gösterir.

(13) Şirketimiz müşterilerle güçlü ve uzun vadeli ilişkiler kurar.

(14) Müşteriler şirketimize verdiğimiz sözleri tutacağımıza güvenir.

(15) Müşteriler ihtiyaçlarını ve geri bildirimlerini dikkate aldığımızı düşünür.

Bölüm 4: Genel Memnuniyet

(16) Genel olarak müşterilerimiz sunduğumuz hizmetlerden/ürünlerden memnundur.

(17) Müşteri memnuniyeti son bir yılda artmıştır.

(18) Müşteri beklentilerini sürekli olarak karşılıyoruz.

(19) Müşteriler ödediği fiyat karşılığında iyi bir değer aldığını hisseder.

(20) Müşteriler şirketimizi arkadaşlarına veya ailelerine tavsiye eder.