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CURRENT CHALLENGES AND FUTURE PERSPECTIVE: THE INFLUENCE OF ORGANIZATIONAL INTELLIGENCE ON IRANIAN OIL AND GAS INDUSTRY

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ABSTRACT

As a remarkable foundation, the oil and gas industry to Iranian economy prepares a distinguished ground to study the impact of organizational intelligence (OI) particularly after lifting sanctions. Stemming from vast diversity, OI depicts the strength and weaknesses on decision making. The oil and gas significance has to be insulated from administrative lost and complex behavior related to their important role. These sectors mobilize and concentrate the brain power on gaining the objectives; however, it might be beneficial for their future growth. This paper represents the current challenges of Iranian Oil and Gas industry for achieving competitive advantage through OI and concludes that due to various factors like infrastructural facilities, organizational behavior, the capacity for production, and interest of individual oil and gas firm as determinant factors to solve the challenges.

Keywords:

Technology assisted learning, Organizational intelligence, Organizational learning.

Introduction

Oil and gas industry in Iran encounters difficult challenges in the new economic era. For overcoming these challenges, oil and gas industry in Iran requires applying an impressive technology approach. Progression in information technology has helped to use of internet

medium for enhancing technology assisted learning practices. The main challenge is to change people's mentality that technology assisted learning implementation lead organization to acquire organizational intelligence which is a key component to achieve a successful and effective organization.

The concept of OI derives from the similarity with the individual intelligence. Albrecht (2003) define OI as the capacity of an enterprise to outfit all possible brainpower and focusing on brainpower for accomplishing the mission. It also includes the strategies that could be used to identify the nature of the intelligent organization through the behavioral and related decision-making contexts.

Thus those which create new knowledge disseminate it widely throughout the organization and quickly epitomize that into new technologies or products. Pan and colleagues explained that virtual learning environment (VLE) prepares ground for rich teaching patterns and teaching contents as well as enhancing learner's ability to analyze problems and explore new concepts. Moreover, the authors claimed that virtual leaning provides a few advantages such as interactive, immersive and imaginational virtual community, enabling learners to express themselves through the system. In fact virtual community supports the effectiveness and contribution of the learning process.

Attitude towards the virtual learning is important for an impressive virtual learning acquisition. The virtual learning provides a working team in an inimitable way because:

- The physical separation of team members is geographically unlimited.
- Time and distance provide the ability for planning and communicating.
- Works hard to carry out team aims.
- Enhances collaboration and cooperative learning experiences.

For instance, E-learning depicts the power on global learning market and provides realistic social interaction between learners and teachers in a virtual learning environment. However, virtual learning improves learner's collaboration, promotes active learning and also provides a proper interaction . All together, the most intelligent organizations concentrate on the fact that "*good is*

never good enough". Thus this review will explore current situation, challenges and the need of knowledge related to the OI focusing on oil and gas industry in Iran.

Current (Today) Challenges

Highlighting the significance of OI toward merging with changes is very important; however, the competition happens between Petroleum companies.

Metaxiotis et al. (2005) expressed that a knowledge-based company has the information that presents a certain advantage, allowing it to move with intelligence and creativity.

Iran is one of the main petroleum producers among Middle East countries. The exported proportion of Iran's oil previously reduced as a result of the sanctions and embargoes placed upon her. Sanctions relief will lead to an increase in Iran's oil production and exports, which had been subject to an EU embargo among other sanctions. Iran's crude oil production has been relatively flat over the past three years while sanctions were in place, averaging 2.8 million barrels per day (b/d) in 2015, representing 9% of total crude oil production from the Organization of the Petroleum Exporting Countries (OPEC). In EIA's January Short-Term Energy Outlook (STEO), which assumed implementation day to occur this quarter, Iran's annual average crude oil production is forecast at 3.1 million b/d in 2016 (10% of projected total OPEC production), and almost 3.6 million b/d in 2017.

Consistent with these forecasts for average annual production, Iran's crude oil production reaches 3.3 million b/d at the end of 2016 and 3.7 million b/d at the end of 2017. EIA estimates a subjective uncertainty range of +/- 250,000 b/d surrounding these year-end projections, with actual outcomes dependent on Iran's ability to mitigate production decline rates, deal with technical challenges, and bring new oil fields into production.

In order to gain sustainable growth in oil and gas industry, it is needed to integrate organizational intelligence performance through technology assisted learning. Traditionally, Oil and Gas industries in Iran include highly educated people. in contrary, engaging the most educated personnel in the society is not enough but adequate strategies, tools and structures capable of guiding organizational learning through creative and effective approach is required.

In today's situation, Oil and Gas Industry in Iran are ever more expected to show effort motivation and project in order to darken Iran's name in the world. It is not only human ability

depending on the success of an organization, but also how it motivates people working towards organizational intelligence to an organization. An organization is not a machine but a living life form which needs continuous information in order to sustain the effectiveness of company itself. The important key to an organization's success and survival is OI. Oil and Gas Industry in Iran requires having the right tool and proper strategy that are able to handle at the speed of change and address issues occur in organization creatively.

Human related error organizes most of major problems in oil and gas industries. Problem at certain organizational level could be as a result of repetition particularly in the interpretation of information within organizations. When this reoccurs in many repeating form within the organizations, it is called organizational stupidity. To defeat that, the intelligence development within organizations is required.

The OI status of oil and gas industries is definitely a subjective option. However, oil and gas industries need sophisticated Information Technology (IT) infrastructure to support knowledge spread processes. IT infrastructure is a necessary component of the enterprise owing to respective relevance. Oil and gas industries in Iran could be more realistic and focused on the expectation. IT manifestation is expected to contribute extremely toward resolving the differences in operation techniques that has constrained the integration of organizational learning into oil and gas sectors. As IT infrastructures adapted to, community building, websites, and availability of data will support individual and communities interest.

IT presents problems among the developing nations in terms of information and knowledge transfer particularly on their operation, applications development and maintain of the system. Therefore, it is imperative to evaluate obstacles towards the use of IT facilities for enhancing the integration of OI in oil and gas industries in Iran. To achieve global competitiveness, OI as a concept that creates knowledge and information using brain power should allow for easy flow of knowledge from one individual to another within an organization.

Future Deployment of OI in Oil and Gas Industries

Future challenge of the organizational cultures among Oil and Gas Industries in Iran would be overcome through strengthening of knowledge and creative ability of brain through technology assisted medium. The Oil and Gas Industries in Iran need to inflame OI within its organizational culture by using technology assisted learning to improve the quality of production system.

Though OI dimension have not been seriously considered among managers in Iran Oil companies, rapid rate of evolution in many aspects IT could be helpful in elimination barrier that can arise from organizational culture.

Future success on the implementation of effective OI-based oil and gas industry depends on the effective use of data, knowledge and information. Most organization depends solely on acquired knowledge, wisdom, shared competency possessed, and the operational information that consistently flows through its structure. The ability to create, organizes, share, transform, and apply knowledge is a critical aspect of competing in complex business environments. Therefore, the deployment knowledge to make good use of IT valuable intellectual and informational resources should be addressed. Taking this into consideration, the deployment knowledge however should be conceived as an anthropological proposition not rather than being technologically framed. Organizational intelligence in the other hand should include free flow of knowledge throughout oil and gas sectors and considering the availability and conservation of information at strategic points were they are needed.

The issues within the organizational culture such as lack of organizational readiness and support for the needed

Changes, lack of organizations involvement, fear of uncertainty and gap between old and new generations need to be examined and evaluated. For oil and gas industry in Iran to achieve OI, brain power concept need be applied within organizational culture because inadequate mobilization of brain power among managers could result to misconception in the organizational culture.

Conclusion

It becomes obvious that complication in challenges confronting oil and gas industries in Iran if the integration of organizational intelligence is neglected. Information Technology infrastructure holds reasonable position in relieving the dominant challenges. Organizational Intelligence, can mentally model sort out reality. Technology assisted learning practice are viable tool with the potential to strengthen oil and gas sectors beyond incremental level. Base on the constraining challenges, oil and gas industry in Iran will be more profitable by integrating Organizational Intelligence through effective technology assisted learning.

Future practice among oil and gas industries in Iran should consider Organizational Intelligence as reliable approach required to enhance the operational efficiencies. Organizational Intelligence presents factors that lead to a successful organization.

Organizational Intelligence will transform the structures and relationships among employees, suppliers and clients of oil and gas industries into efficient and profit oriented venture. The development of Organizational Intelligence through technology assisted leaning on oil and gas industry in Iran will potentially create favorable environment for sustainable management programs.

Many managers, executives, employers and employees working in Oil and gas Industry in Iran need more awareness on the usefulness of technology assisted leaning as an effective tool to establish Organizational Intelligence. This paper provides insight on the relevance of Organizational Intelligence especially to managers, executives, employers and employees who are not aware of the role of OI. Organizational Intelligence is efficient and effective strategy capable of adding values to decision-making and knowledge towards successful organization.

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