DESIGNING A NATIVE MODEL OF ORGANIZATIONAL WISDOM ASSESSMENT FOR GOVERNMENT ORGANIZATIONS (CASE STUDY: INDUSTRIAL TOWNSHIPS OF KERMANSHAH PROVINCE)

PROJETANDO UM MODELO NATIVO DE AVALIAÇÃO DA SABEDORIA ORGANIZACIONAL PARA ORGANIZAÇÕES GOVERNAMENTAIS (ESTUDO DE CASO: CIDADE INDUSTRIAL DA PROVÍNCIA DE KERMANSHAH)

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Abstract: The purpose of this study was to design a native model for evaluating organizational wisdom for government agencies and typically in industrial enterprises in Kermanshah province which is based on the purpose of the applied research type. And, in terms of the method, this is a descriptive-survey research. In order to prepare and formulate theoretical foundations, the study of research records is used by the library method. To analyze the data, first, after identifying the dimensions and variables of organizational wisdom, to remove the unrelated factors and their categorization with the help of factor analysis, 5 major dimensions were identified: 1. Learning (continuous) 2. Thinking (system and wise) 3. Values and ethical actions 4. Creativity and innovation 5. Intelligence (based on experience). Then, Fuzzy mathematical is used for modeling that to fuzzy from triangular numbers, for fuzzy intrusion of Mamdani's method, the center of gravity method is used for decaying.
Keywords: Learning. Thinking. Ethical practices. Creativity. Intelligence.

Resumo: O objetivo deste estudo foi projetar um modelo nativo para avaliar a sabedoria organizacional para agências governamentais e em empresas industriais na província de Kermanshah, que é baseado no objetivo do tipo de pesquisa aplicada. E, em termos do método, essa é uma pesquisa de tipo descritiva. A fim de preparar e formular fundamentos teóricos, o estudo de registros de pesquisa foi baseado na pesquisa bibliográfica. Para analisar os dados, primeiro, após identificar as dimensões e variáveis da sabedoria organizacional, de modo a remover os fatores não relacionados e sua categorização com ajuda da análise fatorial, foram identificadas 5 dimensões principais: 1. Aprendizagem (contínua) 2. Pensamento (sistema e sábio) 3. Valores e ações éticas 4. Criatividade e inovação 5. Inteligência (baseada na experiência). Em seguida, a matemática Fuzzy é usada para modelar para fuzzy a partir de números triangulares, para intrusão fuzzy do método de Mamdani, sendo que o método do centro de gravidade é usado para declinar.
Palavras-chave: Aprendendo. Pensamento. Práticas éticas. Criatividade. Inteligência.

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Introduction

By studying the literature on wisdom, it is clear that any research has paid attention to this structure; in different cultures, the understanding of wisdom is different. Although there is no general agreement on the definition of wisdom (Moberg, 2001), wisdom, including value judgments (Clayton, 1982), basic argumentation, tacit knowledge (Sternberg, 1998), and other features are considered. Wisdom seems to be a very broad and multi-dimensional concept (Kramer, 1990; Montgomery et al., 2002). This concept may not be just a higher level of knowledge; it may be a complicated route for individuals to act on the course (Kramer, 2000). It seems that in the conceptual field of wisdom, the general concern of a wise person is the public's good. (Sternberg, 1998; Clayton, 1982). Finally, we can say that *wikma* is generally defined as the very high or final level of human understanding and function (Kramer, 2000). Wisdom can be associated with the ability to effectively choose and apply appropriate knowledge according to the situation(Bagherzadeh Houshmandi, 2017).

In the Persian dictionary, wisdom means science, judgment, truth, justice, the word of the right, the knowledge of the truths of things, and doing good deeds. In the narratives, wisdom is also interpreted in terms of knowledge, insight, awareness in religion, obedience to God, and the knowledge of the Imam, because this education guarantees the happiness of man (Ranjbarian et al., 2011). In the foundations of religion, Islam has also paid special attention to the issue of wisdom. For example, a study by researchers suggests that in the Qur'an, 20 cases are referred to the word wisdom and 97 cases to the word-wise, and in Nahj al-Balaghah, 20 cases Talk about wisdom (Danaefard et al., 2010). In addition, there are many approaches to wisdom and wisdom, a philosophical approach founded on the work of historical intellectuals such as Socrates, Aristotle, and Plato. Aristotle, in his discussion of ethics, enters into a deeper understanding of wisdom and believes that wisdom is the same as the practical application of discovery and deception. Plato's emphasis on Aristotle's knowledge and emphasis on action implies that wisdom is a general concept and speaks of knowing and practicing. Although knowledge is important in the field of cognition, it remains in the form of pure cognition, and wisdom is the next step in this cognition, from knowledge to a combination of knowledge and action. In fact, knowledge alone is not enough; in fact, wisdom refers to equilibrium and what we really know, and is a combination of thinking and action to maintain common interests. In the writings of Plato as the first deep analysis of the concept of wisdom, three meanings are presented as three keywords: A. Sophie is found in people who are looking for a thoughtful life in search of truth; B) "Fronsis" is a kind of practical rationale seen in lawmakers and politicians. These people have a lot of experience and are able to understand their personal issues; (C) "Epistom" is found in people who perceive issues from the point of view of science. The review of Robinson's (1990) review of historical perspectives on wisdom also provides a general description of the historical, philosophical views of Western culture, from ancient Greece to European cultures. According to him, the philosophical views of ancient Greece, early Christianity, Renaissance and, finally, romantic and scientific rituals have shaped the conception of Western scholars of reasonableness, and today romantic and practical rituals overcome current thinking. Modern Western philosophers, unlike Eastern cultures, apart from the writings of primary Christianity, have conceptually separated intellectual wisdom (Robinson, 1990). Wisdom, beyond knowledge, is a thinking that encourages the necessary capacity and provides the features needed to ensure the long-term future of organizations (Kessler & Bailey, 2007). It is believed that if individuals consider wisdom in their organizational practice, one can expect the existence of a wisdom-oriented organization; because today, instead of knowledge, wisdom is the priority of organizations. Organizational wisdom not only captures the ability to effectively choose and apply appropriate knowledge in a particular context, but also captures the ability to gather, integrate and link this knowledge with acceptable organizational tools; Therefore, wisdom is attributed not only to the actions of individuals but to the extent that the majority of employees seek mavericks, the organization as a whole is centered on wisdom (Moradi, 2015).

Therefore, in defining organizational wisdom, we can say that judging, choosing, and using specific knowledge for a particular context is what we call it "organizational wisdom." That is, wisdom is related to the ability to effectively choose and apply appropriate knowledge

in certain conditions. In the definition of wisdom, the organization is said to be expert knowledge and judgment on uncertain, difficult and important questions related to the concept and guidance of life (Shahrokhi et al., 2015). To clarify this, a framework is presented in Figure 1 that distinguishes data, information, knowledge and wisdom and introduces the concept of organizational wisdom in understanding how an organization can best use its knowledge (Moradi, 2015).

Data are raw facts. They keep them in order to impress others. Data, processed data, meaningful and useful. Knowledge is a clear understanding of information. Analyze and combine information to be understandable. Wisdom is more than this, deeper, wider, overt, contradictory, evident, clear, vague, experienced and raw and inexperienced, all simultaneously (male, 2010). Wisdom is clearly distinguished from knowledge. In philosophy, these two concepts are completely separate. Knowledge involves having a justified opinion, while the wisdom of this knowledge uses correct judgment. Therefore, wisdom is more than scientific knowledge. Scientific knowledge tells how to do things, but does not say what they have to do or not (Schwartz, 2011). Organizational wisdom studies (organizational wisdom) in the last decade have shown that wise organizations are known to be able to acquire and manage knowledge in the best way. Hence, knowledge management is a key concept in the literature of organizational wisdom (Pascual-Leone et al., 1990). In organizational discussion, wisdom has a relative value for the survival of human societies. Since its commercial organization is a kind of human society, its survival can be related to wisdom (Stevens, 2000). It is also noteworthy that some of the most important competitors in the global economy, such as Sony, Toshiba, Hondad, and Yamaha, respect Asian countries with long-standing cultural traditions for wisdom. Of course, these evidences of the story do not suggest that wisdom leads to financial success and company survival, but one can conclude that there is a relationship between wisdom and organizational performance (Mousavi et al., 2013). The conceptual model of research is illustrated in Fig. 1.

Fig. 1. Conceptual Model of Research
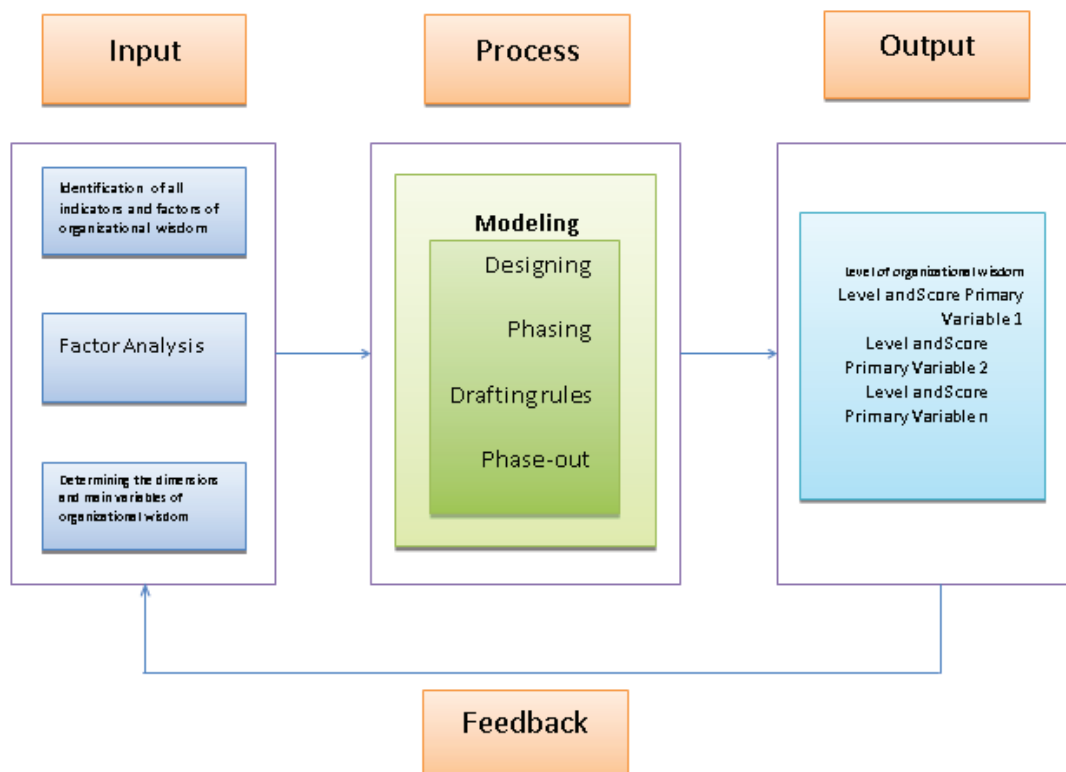
According to the materials presented in the research, the researchers seek to answer the following questions:

The main question:

How is the proper and native model for evaluating organizational wisdom for government agencies?

Sub Question:

1. Which are the components and variables appropriate for organizational wisdom of the industrial towns of Kermanshah province?

2. How is the level and score of each of the variables of organizational wisdom in the native model of the industrial towns of Kermanshah province?

Methodology

The present research is based on the purpose of applied research and in terms of its method; it is a descriptive survey research Azar,(2007). In order to prepare and formulate theoretical foundations, the study records were used by library method. In order to collect information, a field method was used to measure and identify the indices and modeling. To analyze the data, first, after identifying the dimensions and variables of organizational wisdom, to eliminate unrelated factors and also to categorize them with the help of factor analysis, this work was done with the help of SPSS software; After identifying the general variables and the main components of organizational wisdom, fuzzy modeling was used that used fuzzy mathematics, a researcher-made questionnaire was used with 35 items. Finally, for the fuzzification of triangular numbers, for fuzzy intrusion of Mamdani's method and the center of gravity method was used for decaying, and this was done using MATLAB software.

Results

A. Factor Analysis

Stages of Factor Analysis Technique

In order to use and apply the factor analysis technique, the following steps should be taken:

1. Select variables for factor analysis.
2. Calculation of correlation Matrix.
3. Extracting the set of initial factors.
4. Extracting the set of ultimate factors by their rotation.
5. Naming Factors.
6. Calculate Factor Scores.

1. Select variables for factors analysis

In multiple-indexes decision-making issues, the decision-maker chooses an option among available options, so that his choice is based on a set of defined indicators and, in short, the best possible choice. Because the purpose of the factor analysis is to summarize a number of variables in a given number of factors, so the first step is to select the appropriate variables among the variables used in the factor analysis. In the study of factors affecting organizational wisdom, 18 variables have been identified. Table 2 shows the variables identified.

Table 1. Effective variables identified in organizational wisdom

No	Variable	Ref.
1	Continuous learning	Moradi (2015); Musavi et al (2013); Reynolds (2003); Shahrokhi et al. (2015); Hayes (2008); Fisher (2009) ;Baltes(2000)
2	Knowledge (Awareness)	Ranjbarian et al. (2011); Moradi (2015); Mousavi et al. (2013); Reynolds (2003); Brown (2006); Shahrokhi et al(2015); Hayes (2008); Berley et al (2017); Faani(2016)

No	Variable	Ref.
3	Ability to know problem solving and analysis	Reynolds (2003); Hayes (2008);Bierly(2000)
4	Experience	Reynolds (2003); Hayes (2008), Bagherzadeh(2017)
5	Systemic and Strategic Thinking	Mousavi et al (2013); Reynolds (2003); Hayes (2008); Berley et al (2017); Kessler and Birley (2007); Schrage (2001)
6	Wise Thoughts	Stevens(2000), Hayes (2008)
7	Effective actions and strategies	Ranjbarian et al. (2011); Hayes (2008) ;Birren(1990)
8	Self Confidence	Mousavi et al(2013); Reynolds (2003); Hayes (2008)
9	Reward (encouragement and punishment)	Reynolds (2003); Hayes (2008)
10	Values	Pfeffer et al. (2015); Hayes (2008)
11	Principles and ethical practices	Ranjbarian et al. (2011); Moradi (2015); Mousavi et al. (2013); Chatterjee et al. (2015); Moberg (2001); Schwartz (2011)
12	Effectiveness and efficiency	Puusa et al. (2016); Moradi (2015); Rooney(2010)
13	creativity and innovation	Reynolds (2003); Chatterjee et al. (2015); (2012); Sternberg (1998): Intezari(2014)
14	Organizational intelligence (collective intelligence)	Mousavi et al. (2013); Reynolds (2003); Sternberg (1998); Clayton (1982): Shedlock(2008)
15	Emotional Intelligence	Reynolds (2003); Brown (2006); Shahrokhi et al. (2015)
16	Judgment and decision	Moradi (2015); Reynolds (2003); Brown (2006); Shahrokhi et al. (2015); Mele(2010)
17	Pragmatism	Mousavi et al (2013); Moberg (2001); Schwartz (2011)
18	Retrospective and futuristic	Hayes (2008); Reynolds (2003); Berley et al (2017) Montgomery(2002)

Calculation of correlation matrix

The correlation matrix is used to perform the calculations in the next steps and the internal relationship between the indices. If all indicators are arranged in a positive direction and the quality is better, the correlations will be positive. That is, increasing the values of each index by increasing the values of other indicators. The correlation between the m indexes can be written as a matrix m × m. We will have 18 variables of 18 × 18 matrices for Kermanshah Industrial Towns. The values of its diameter are all 1 and the numbers under it are the same as the repetition of the numbers above the diameter, because the correlation of each index with its index one and the correlation of index 2 to 1 are always equal to the correlation of indicator 1 with indicator 2.

Extracting the set of initial factors

In this step, we derive the factors using the matrix of correlation between the indices. Using the factor matrix, the common factors and the relative importance of each indicator are revealed. Now, to specify the meaning of the factors chosen in this method, a statistic called a

special amount is used. The special value is the size that represents the amount of variance in the set of primary variables determined by an agent. In general, agents were selected whose values are higher than one. The next point is that the best statistics are those that determine the most variance of the set of initial variables. Finally, in the initial stage of factor extraction, a number of factors are obtained, and the specific value and total value of the variance determined, both affect the number of selected factors. Regarding factors (variables) of organizational wisdom after calculations performed by SPSS 22, 5 factors were extracted from the first 18 variables. All of them have special values above 1 and account for a total of 95.735% of the variance, which indicates the satisfaction of the factor analysis and variables studied. Table 3 shows the selected factors, the specific values of each, and the amount of variance calculated by each factor.

Table 2. Specific values and the amount of variance calculated by each factor

factors	Special initial values			Total coefficients of not rotated factor			Total coefficients of the rotated factor		
	total	Percentage of variance	Cumulative variance percentage	total	Percentage of variance	Cumulative variance percentage	total	Percentage of variance	Cumulative variance percentage
1	6.635	22.881	42.881	6.635	22.881	42.881	5.817	20.060	40.060
2	4.512	15.559	56.554	4.512	15.559	56.554	4.246	14.641	49.914
3	4.334	14.943	71.497	4.334	14.943	71.497	4.167	14.370	64.284
4	3.212	11.076	82.573	3.212	11.076	82.573	4.027	13.887	78.171
5	2.634	9.082	91.655	2.634	9.082	91.655	2.876	9.919	88.090
6	.737	2.542	98.277						
7	.500	1.723	100.000						
8	2.017E-15	6.955E-15	100.000						
9	9.044E-16	3.119E-15	100.000						
10	4.646E-16	1.602E-15	100.000						
11	2.377E-16	8.196E-16	100.000						
12	4.809E-17	1.658E-16	100.000						
13	4.180E-17	1.441E-16	100.000						
14	2.283E-17	7.871E-17	100.000						
15	6.944E-18	2.394E-17	100.000						
16	-4.771E-32	-1.645E-31	100.000						
17	-3.044E-18	-1.050E-17	100.000						
18	-6.441E-18	-2.221E-17	100.000						

Extracting the set of ultimate factors by their rotation

After determining the number of factors, in the next step, it should be determined that each of the factors mainly involves what variables. For this purpose and the convenient interpretation of the agents, the factors involved should be the initial stage. Varimax, Quartmax and Ecomax can be used for operating rotation. In this research, the Varimax method has been used for the rotation of the factors. The result of this rotation is a matrix of rotated factors that for each factor versus the corresponding variable weighs a weight, and each factor explicitly attaches to particular variables. It should be noted that after the rotation of the factors, the percentage of variance determined by each factor varies, but the cumulative percentage of the total variance remains constant. Table 3 shows the values of extraction factors for each of the variables after rotation.

Table 3. Rotated operating matrix

variables	factors				
	1	**2**	**3**	**4**	**5**
V1	.916	-.086	.145	-.077	.166
V2	.673	-.115	.047	-.025	.450
V3	-.127	.238	.142	.689	.249
V4	-.112	-.024	-.137	-.197	.820
V5	.091	.938	.385	-.441	-.075
V6	.054	.659	.082	.005	.283
V7	.016	-.086	.145	-.077	.166
V8	-.673	-.115	.647	-.025	.450
V9	-.127	.138	.642	.089	.249
V10	-.112	-.024	.737	-.197	-.020
V11	.091	-.662	.785	-.441	-.075
V12	.054	.109	.082	.005	.283
V13	.054	.109	.082	.805	.483
V14	.432	.422	-.036	-.240	.983
V15	.024	-.128	.249	.470	.714
V16	.322	.314	.391	-.132	.115
V17	.061	.249	-.489	.421	.557
V18	.024	-.128	.049	.470	.553

Naming agents

Given the correlation between each of the variables, names or titles can be selected for them. For this purpose, factors affecting organizational wisdom will be as follows:

The first factor: The specific value of this factor is 6.63, which alone computes 22.88% of the variance. The variables loaded in the first factor are:

Table 4. Loaded variables in the first factor

Row	Variable	Correlation value	Variable mark
1	Continuous learning	0.916	V1
2	Knowledge (Awareness)	0.673	V2

According to Table 5, the two variables are loaded in the first factor. Given that the continuous learning variable has the most impact, this factor can be called the learning factor (continuous).

Second factor: The specific value of this factor is 4.51, which alone accounts for 15.55% of the variance. The variables loaded in the second factor are:

Table 5. Load variables in the second factor

Row	Variable	Correlation value	Variable mark
1	Systemic and Strategic Thinking	0.938	V5
2	Wise Thoughts	0.659	V6

According to Table 6, the two variables are loaded in the second factor. Given that the systemic and strategic thinking variable has the most impact, then this factor can be called the thinking factor (system and wisdom).

Third factor: The specific value of this factor is 4.33, which alone accounts for 14.94% of the variance. The variables loaded in the third factor are:

Table 6. Load variables in the third factor

Row	Variable	Correlation value	Variable mark
1	Self Confidence	0.849	V8
2	Reward (encouragement and punishment)	0.791	V9
3	Values	0.737	V10
4	Principles and ethical practices	0.758	V11

According to table 7, the four variables are loaded in the third factor. Considering that ethical principles and values are most influential, this factor can be called the agent of values and moral actions.

Fourth factor: The specific value of this factor is 3.21, which alone accounts for 11.07 percent of the variance. The variables loaded in the fourth factor are:

Table 7: Load variables in the fourth factor

Row	Variable	Correlation value	Variable mark
1	Ability to solve problem	0.689	V3
2	creativity and innovation	0.805	V13

According to Table 8, the two variables are loaded in factor four. Given that creativity and innovation have the most impact, this factor can be called creativity and innovation.

Fifth factor: The specific value of this factor is 2.63, which alone accounts for 9.08% of the variance. The variables loaded in Factor 5 are:

Table 8: Variables Loaded in Fifth Factor

Row	Variable	Correlation value	Variable mark
1	Experience	0.820	V4
2	Organizational intelligence (collective intelligence)	0.983	V14
3	Emotional Intelligence	0.714	V15
4	Judgment and decision	0.557	V17
5	Retrospective and futuristic	0.553	V18

According to Table 9, the five variables are loaded in Fifth factor. Given that organizational intelligence and experience have the most impact, this factor can be called the intelligence factor (based on experience).

B-Modeling

Given that the main purpose of the thesis is to provide a native model, therefore, the modeling model for measuring the level of wisdom and organizational wisdom is presented. This model was used as a case study in the industrial towns of Kermanshah province. The degree of organizational wisdom has been determined. The definition of the fuzzy expert system in MATLAB software is described in fig.2.
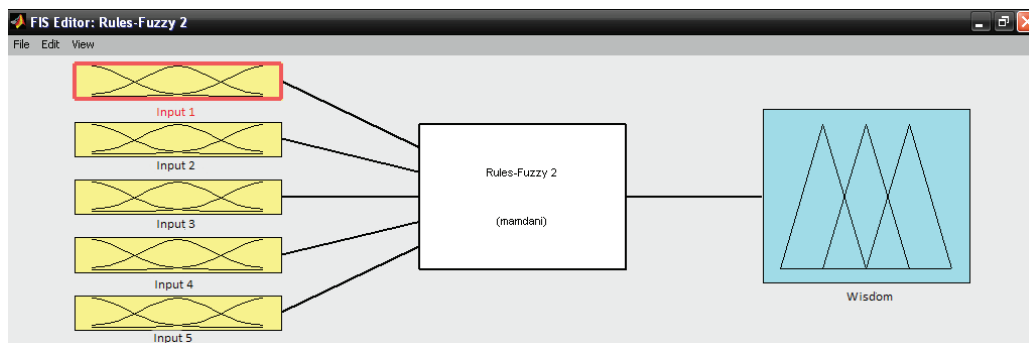

Fig. 2. Definition of fuzzy expert system in MATLAB software (general model schema)

The input of the model is the same as the 5 dimensions and the main variables identified in the factor analysis section, which are: 1. Learning (continuous) 2. Thinking (system and wise) 3. Values and ethical actions 4. Creativity and innovation 5. Intelligence (based on experience) which is defined by three linguistic variables (low - medium and high) in the fuzzy environment of the MATLAB software. In MATLAB software, you first define the inputs as follows:

- Phaseization
- Fuzzy input variables

First dimension: Fuzzy learning dimension (continuous) according to the following language variables:

(50 , 0 , 0)= down
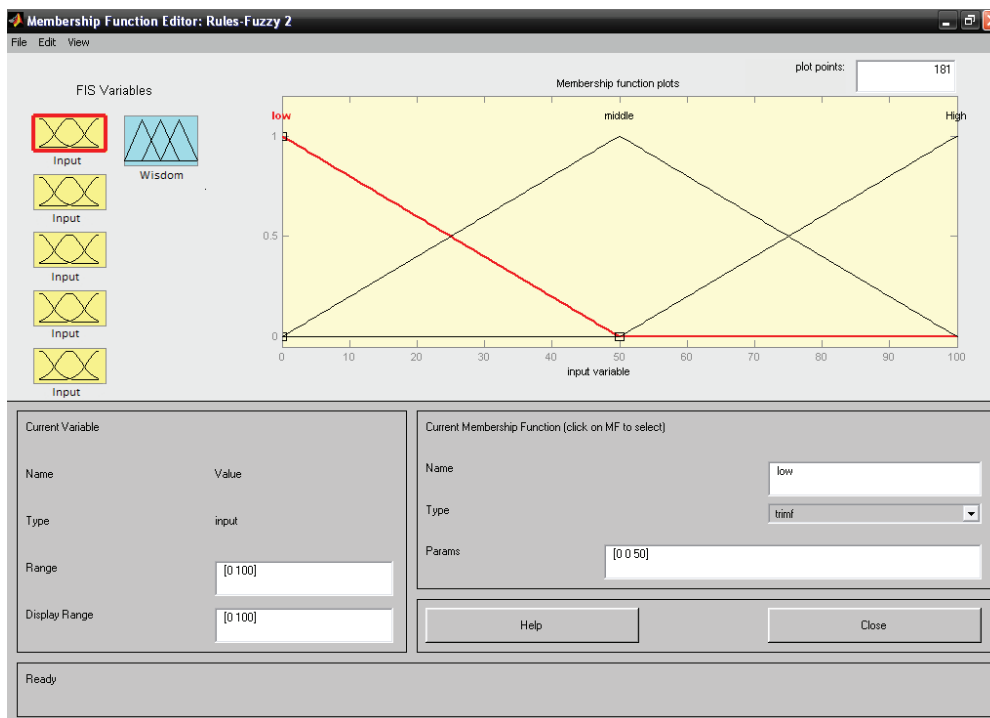(, 100 50 , 0)= medium
(100 , 100 , 50)= up

Fig. 3. Definition of the first index, learning (continuous)
Other dimensions are also fuzzy in the same manner.
- Fuzzy output variable:

System output as stated, the wisdom and wisdom of an organization are defined in a system and model with language variables as follows:

(50 , 0 , 0)= down
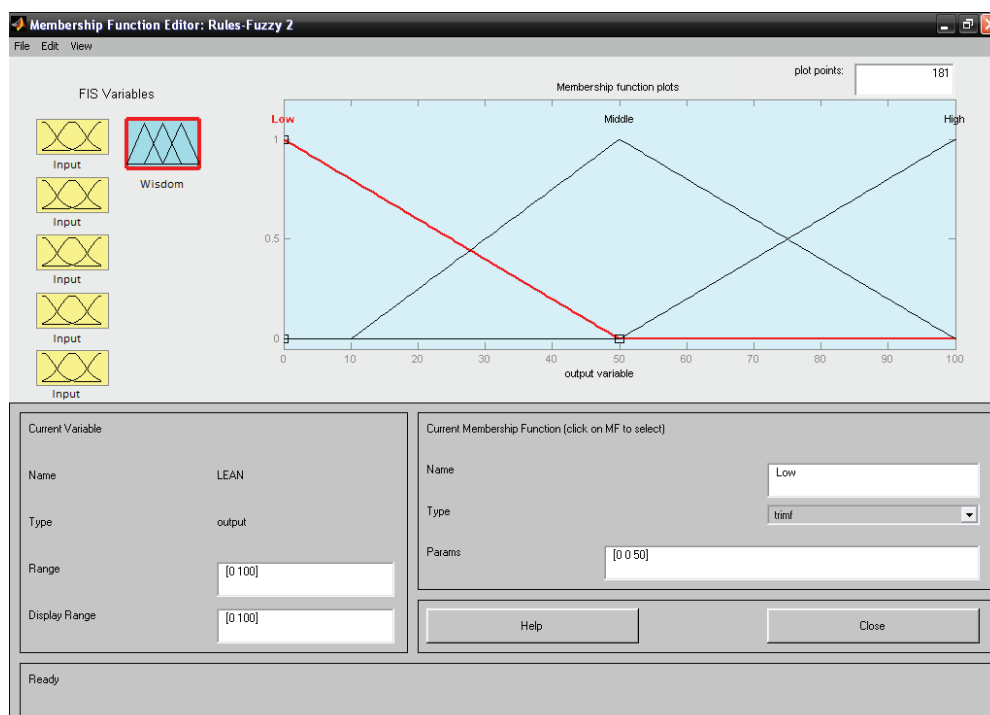(, 100 50 , 0)= medium

(100 , 100 , 50)= up

Fig. 3. Output Fuzzy Models, Organizational Wisdom

The fuzzy average fuzzy can be calculated according to the following formula:

$$A_{\max}^{(1)} = \frac{a_1 + a_M + a_2}{3}$$

$$A_{\max}^{(2)} = \frac{a_1 + 2a_M + a_2}{4}$$

$$A_{\max}^{(3)} = \frac{a_1 + 4a_M + a_2}{6}$$

$$Z^* = \{A_{\max}^{(1)}, \quad A_{\max}^{(2)}, \quad A_{\max}^{(3)}\}$$

In the meanwhile, we choose the high value for Z *

C. Case study

After modeling, in order to raise the validity of the model and its operation and obtaining the final output, it is necessary to study the case in order to prove its validity and its operation in practice, Regarding the fact that variables and dimensions were collected for industrial enterprises of Kermanshah province and the native model was designed for the company, a field was studied in this company and its results and process are as follows:

In order to perform the necessary analysis, it is necessary to calculate the dimensions of the variables with the help of fuzzy mathematics, then these meanings are introduced into the system and the output of the model is obtained.

ow to measure variables:

Five variables of organizational wisdom are measured with questions in a measure of the Likert scale, so that the questions represent the measurement of the various reagents of each variable. How to calculate using fuzzy mathematics (the mean method of triangular numbers), Then, these averages were subjected to phase-out method and entered into the MATLAB software as input in the model and finally, the output of the model is presented as the amount of wisdom and organizational wisdom of the industrial towns of Kermanshah province. The general formula for calculating the mean of triangular numbers is:

$$A_{ave} = (m_1, m_2, m_3) = \left(\frac{1}{n}\sum_{i=1}^{n} a_1^{(i)}, \frac{1}{n}\sum_{i=1}^{n} a_m^{(i)}, \frac{1}{n}\sum_{i=1}^{n} a_2^{(i)}\right)$$

Now, when the fuzzy average of each of the indices is specified, it is time to enter fuzzy averages in the native model designed in the software and output that is the same level and level of wisdom and organizational wisdom.

The final result of the case study

The result of the survey of the industrial towns of Kermanshah province in terms of organizational wisdom, the average of each dimension of organizational wisdom is as follows:

§ Indicator 1: Learning (Continuing) (82/78, 49, 12/46);
§ Second Indicator: Thinking (Systemic and Wise) (86/78, 58/7, 20/1);
§ Third Indicator: Values and Moral Exercise (93/23, 61, 17/37);
§ The fourth indicator: creativity and innovation (93/9, 63/4, 18/92);
§ the fifth indicator: Intelligence (based on experience) (97, 70/34, 23/7).
Now we need to phase out the averages of triangles that we get:

$$A_{max}^{(1)} = \frac{a_1 + a_M + a_2}{3}$$

$$A_{max}^{(2)} = \frac{a_1 + 2a_M + a_2}{4}$$

$$A_{max}^{(3)} = \frac{a_1 + 4a_M + a_2}{6}$$

$$Z^* = \{A_{max}^{(1)},\ A_{max}^{(2)},\ A_{max}^{(3)}\}$$

The first indicator: continuous (48.54) learning; the second indicator: system (wisdom) is equal to 56.95; for the third indicator: values and moral acts equal to 59.1; for the fourth indicator: creativity and innovation equal to 61.07 and for the fifth index: intelligence (based on experience) is equal to 67.84. After giving these inputs to the system, the result of the proposed organizational wisdom is 55.1. In other words, the wisdom and wisdom scores of the industrial towns of Kermanshah province in the range of [0 100] are 55.1, in other words, the rate of wisdom in the company of industrial settlements is 55.1%. The below figure is the output of the fuzzy model.
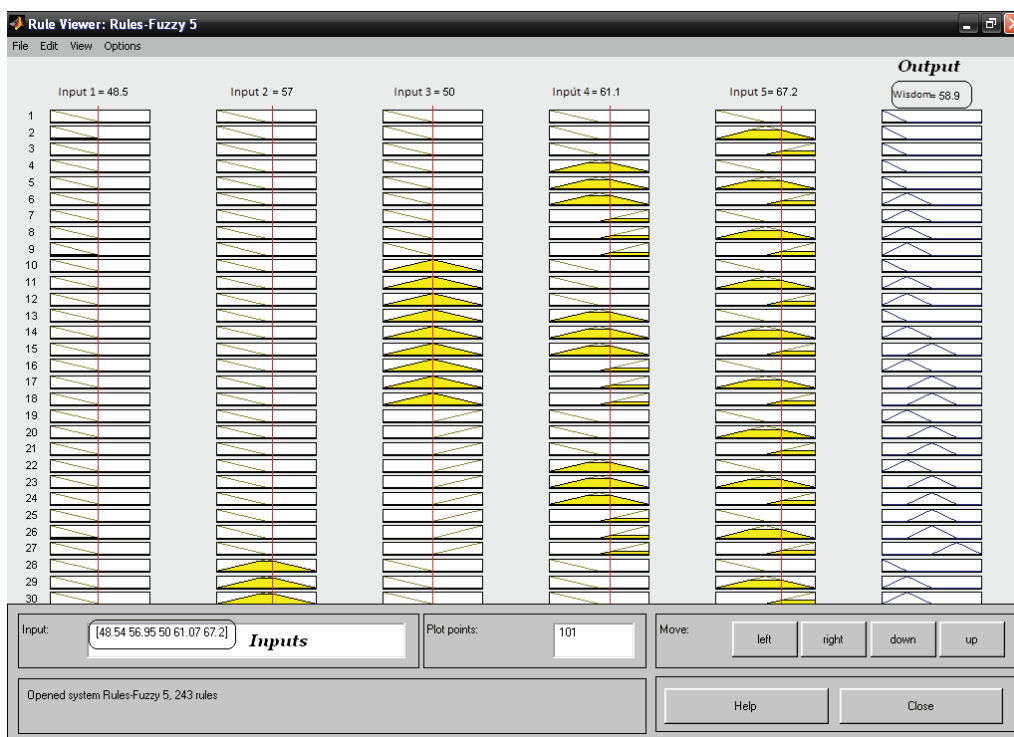

Fig. 4. The Organizational Wisdom of Kermanshah Industrial Townships Company

Triangular shape and degrees of membership the amount of organizational wisdom of Kermanshah. Industrial Townships is as follows. The degree of wisdom membership at all three levels is equal to:

100        $a_M = 50$ $a_2 = 0$ x=55.1 $a_1 =$

$$\frac{x - a_1}{a_M - a_1} \qquad 0 \leq x \leq 50$$

$$A \overset{\Delta}{=} \mu_A(x) =$$

$$\frac{x - a_2}{a_M - a_2} \qquad 50 \leq x \leq 100$$

Zero   other points

$$\mu(Wisdom_{low}) = 0$$
$$\mu(Wisdom_{middle}) = 0.898$$
$$\mu(Wisdom_{high}) = 0.102$$

The level of wisdom in the industrial enterprises of Kermanshah province is 89.8% at the average and 10.2% in the high level.

Discussion and conclusion

In this study, management and organization were viewed from a new perspective. A vision that seems to embrace the full dimensions of the organization. Wisdom, a new structure in the field of management and organization, helps a lot of managers and organizations. In this research, from a philosophical point of view, managerial and organizational wisdom, a type of behavior was defined that is based on five bases and dimensions. After extracting several variables that were considered effective on the wisdom-based organization. Finally, 18 variables were considered in the conceptual model, of which five variables had a significant effect, which were summarized and categorized by factor analysis that the results of this research are as follows. The variables and factors of organizational wisdom in the industrial enterprises of Kermanshah province: - Learning (continuous) 2- Thinking (system and wise) 3. Values and ethical actions 4. Creativity and innovation 5. Intelligence (based on experience).

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