



Article

Strategic Intelligence and its Role in Supporting Job Merit

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Abstract: This study intends to examine the contribution that strategic intelligence has towards the determination of job merit in the organizational setting based on the specified sample. The sample size constituted 110 individuals. With a view to attaining the objective of the study, two main hypotheses were formulated to be tested through a series of statistical tools like weighted mean, standard deviation, relative importance, correlation coefficient and regression equation. After analyzing the data collected by the questionnaire form that was designed according to the scales of the strategic intelligence construct (Akhgar & Yates, 2013) and the scale of the job merit variable (Al-Shennawi et al., 2021), the study has reached several conclusions, the most outstanding of which is that the research sample has a clear concept about the major and minor studies and that the increase in the impact of strategic intelligence within the working environment has clear implications for finding supportive behaviors of job merit indicators, including the utilization of all available opportunities and resources and giving full support by the management after determining the strong sides and weak sides in the work environment. The study ended with many suggestions; the most important is how much the organizations need to gather all their potentials in creating a vision of the future and organized thoughts for all requirements of work, supported by providing everything that will raise the motivation of workers and bring them to be included in decisions and work as well to forecast the future.

Keywords: Finance, Global Finance, Financial Services, Financial Products, Islamic Finance, Islamic Banking, Sukuk, Takaful, Assets

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1. Introduction

As a result of the rapidly changing environment and modern technology, which requires business organizations to keep pace with the smart indicators they have according to strategic plans. This is what strategic management scientists call strategic intelligence, which requires today's organizations to work according to a future vision and organized thinking and work to raise the motivation of the work environment and work according to the principle of partnership internally and externally in all aspects and thus what enables them to foresee the future, as the organizational work environment in business organizations today and as a result of transformations in advanced technology as well as the relations of individuals within the work environment has created new patterns in the nature and work of those organizations, as it has become necessary for organizations to work to create a stable work environment free of pressures and challenges and make the individual feel satisfied with the tasks of his work and thus become a positive relationship between the individual and his job, and work smartly for all its strategic directions that encourage job merit, and according to the above, the problem of research has been raised

with a major question: Is there an impact of strategic intelligence in supporting job merit in the research organizations? This main question has resulted in several sub-questions:

1. *What is the level of strategic intelligence in the work environment in the research sample?*
2. *Does the research sample have a clear understanding of the concept of job merit?*
3. *Does strategic intelligence support the job merit of the research sample?*

The Importance of Research

The importance of research stems from the importance of its main variables since the strategic intelligence variable has become common in many organizations. Therefore, it has become necessary for researchers to study the indicators of strategic intelligence because they have an impact in the unstable work environment, which suffers from pressures and work to support the merit of the job in the work environment. Moreover, the importance of research comes from dealing with an important business sector that has a lot of small and medium-sized organizations, has various orientations, and impacts society in different ways. The outputs of business organizations contribute to providing society with the products of goods and services that the individual needs. Therefore, employing these concepts to serve these organizations has positive results in other organizations and other sectors..

Research objectives

Based on the content of the research problem and questions and in line with the issues raised in the literature on strategic intelligence and its influence on job merit in the workplace, this study intends to:

1. To give the theoretical and empirical dimensions of the variables under study (strategic intelligence and job merit) by reviewing the most significant writings on these two concepts.
2. Recognize the degree of smart strategy intelligence of the research sample of folks working at various strata and functional slices within the research outfits.
3. Determine the level of job merit of the research sample of individuals that toil at different job echelons within the research organizations.
4. Describe the kind and form of tie between smart strategy intelligence and job merit.

Research Outline

The scholar has put forth an assumed model in which he indicates the kind of links between the main factors based on a body of sound scientific work that has formed accepted sources in this study. Strategic intelligence as the independent factor gets its representation through five dimensions in the form of (future vision, organized thinking, motivation, partnership, foresight). As for the dependent factor, which is an accepted version of functional merit, this comes from three dimensions: (exploitation of all possibilities, exploration, administrative support) and Figure (1) shows this assumed model of the study.

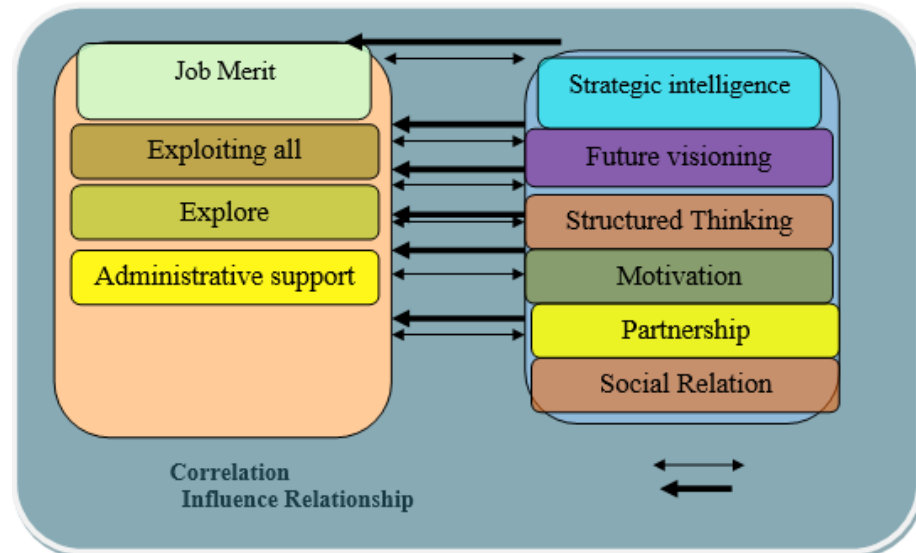


Figure 1. Hypothetical research scheme.

Research Hypotheses

From the theoretical framework of the study, we proposed research hypotheses that would elucidate the nature of the correlation and causality relationship between the variables. This is therefore to propose research hypotheses for testing in the study. The major hypothesis is given first: There exists a statistically significant relationship between strategic intelligence and job performance. From this, the following sub-hypotheses are developed:

- a. First Sub-hypothesis: There exists a significant relationship between futuristic vision and quality of output, at work.
- b. Second Sub-hypothesis: There exists a significant relationship between quality of thinking and output at work.
- c. The third sub-hypothesis is that motivation has a significant correlation with functional merit. The fourth sub-hypothesis is that partnership has a significant correlation with functional merit.
- d. The fifth sub-hypothesis: There is a significant correlation between foresight and functional merit.

The second main hypothesis: Strategic intelligence forms the core of job merit and begets the following sub-hypotheses:

- a. The first sub-hypothesis: Future vision morally influences job merit.
- b. A second sub-hypothesis: Morally structured thinking impacts functional merit.
- c. The third sub-hypothesis: Motivation morally impacts delinquent behavior.
- d. The fourth sub-hypothesis: Partnership has a moral impact on job merit.

Foresight, as indicated by the fifth sub-hypothesis, would be a major impact on job merit.

Research Metrics

This study applied the Likert five-point scale to the levels of responses of the subjects. The scale used (I do not agree at all, I do not agree, neutral, I agree, I agree completely) in measuring the variable of strategic intelligence in its dimensions (future vision, structured thinking, motivation, partnership, and foresight), by the scale of Akhgar & Yates, which comprises (15) questions. This same scale above (five-likert) also used to measure job merit, by the scale of (Al-Shenawi et al., 2021) that comprises (12) questions.

Research Society and Sample

Presenting the research community and sample as well as showing its characteristics is the basic requirement that any research in this field focuses on because of the nature of the research and its variables (strategic intelligence and functional merit). In this regard, the research community was representative of a number of small and medium-sized business organizations in Najaf Governorate, by all the employees working in five commercial and marketing centers - Maxi Mall, Madinah Mall, Kindah Mall, Jewel Mall, Betty Mall - in Najaf Governorate because the total number of workers in these establishments was 188 working in administrative, distribution, accounting, and service fields. To ensure the required number is achieved, the researcher distributed 125 questionnaires and received 110 valid questionnaires that can be used for statistical analysis, and having employed the random sample method to ensure the participation of all groups working in these organizations. The table below shows the details of the research community and sample.

Table 1. Research community and sample.

No	Organisation Name	Number of Employees	Number of forms	Number of forms received
1	Maxi Mall	89	50	41
2	Madinah Mall	13	10	10
3	Finance (v.)	22	15	15
4	Al Jawhara Mall	50	40	34
5	Finance (v.)	14	10	10
Total		188	125	110

Source: Prepared by the researcher

Limits of Research

Setting the bounds of a study within clearly specified limits is a fundamental requirement for any research within a particular scientific field, and so it is important to identify the limits of the human, spatial, and temporal dimensions suitable for the present research as follows:

1. Territorial Limit

A number of the most important small and medium-sized business organizations operating in the Some of the key small and medium-sized business firms in Najaf Governorate operating in different trade and marketing sectors were chosen. They constitute employees from five small and medium-sized firms: Max Mall, Al-Madina Mall, Kinda Mall, Al-Jawhara Mall, and Bayti Mall in Najaf Governorate as spatial delimitations of the study, and they were chosen for considerations attendant to the nature of the research variables.

2. Human Limits

According to the study variables, the categories that have a direct impact on the researched organization, individuals working in the researched organizations, were approved through an intentional sample of (110) individuals working in the researched organizations in Najaf Governorate.

3. Time limits

The temporal limits of the theoretical and field research were from 1/7/2024 to 20/10/2024 interspersed with the period of the distribution of the questionnaire and personal interview form for the completion of the research.

2. Materials and Methods

A quantitative research approach guides this study that analyzes strategic intelligence effects on job merit in small and medium-sized business organizations throughout Najaf Governorate. The study collects data through surveys where investigators built a structured questionnaire based on validated measurement scales from established research works. The survey consists of two main segments where the strategic intelligence construct follows the definition from Akhgar & Yates (2013) and the job merit scale is modified from Al-Shennawi et al. (2021). One hundred ten employees within five business establishments were randomly selected to gain representative results. Data collection included direct survey distribution with survey retrieval and subsequent statistical analysis through weighted mean calculations and standard deviation measurements as well as correlation coefficient and regression analysis. This analytical approach enables researchers to check how strategic intelligence dimensions (future vision, structured thinking, motivation, partnership and foresight) relate to job merit evaluations through available opportunities use and exploration and administrative support. This investigation checks for strategic intelligence's role in boosting job merit inside these organizations through both hypothesis testing to verify variable relationships and verify causal effects between the variables. The Likert five-point scale served as the response measurement method to maintain uniformity and comparative analysis between different analysis dimensions. The research framework was designed to measure the direct as well as indirect relationships between strategic intelligence and job merit achievement thus creating an analytical base to support management strategies for workforce development.

3. Results

A. Theoretical aspect of the research: Strategic Intelligence and Job Merit

First: Strategic Intelligence

1. The concept of strategic intelligence:

When reviewing the literature on the concept of strategic intelligence, most writers and one theory posited by scholars asserts that the thought of strategic intelligence is among the most recent propositions in the theory of strategic management, reflecting the ability of actionable planning in applying potential environmental turbulence. The brains that individuals at different levels of management have depend on an information system which can supply, process, and present data and information for them to make strategic decisions in providing the services effectively:

(Marchand & Hykes, 2022:10) shows that strategic intelligence involves the articulation of data and information to enable institutions and enterprises to adjust environmental vagaries to fulfill consumer demands and enhance long-term revenue possibilities. (Akhgar, 2022:6) It also represents that strategic intelligence is a characteristic mental aptitude of corporate and institutional heads, owing to which they become capable of deliberating over the overall futuristic aspects of their organizations and taking the future into account in the present scenario by identifying and implementing the required plans of action. According to certain experts, strategic intelligence is characterized as special mental aptitude that top managers display concerning their ability to think prospectively about the general future of the organization and the future opportunities and threats that might come to bear on it. As it was defined in the same article referenced before, it is the skills required to anticipate future happenings and make appropriate decisions to face them. Strategic intelligence can be viewed as both a principle and a primary mechanism for information acquisition to formulate knowledge in decision-making and futurology for adaptive goal setting in the face of ever-changing environmental variables. The strategic intelligence of organizational leaders or managers assists him to make vital decisions about issues that affect their organizations. This

involves foresight, future vision, partnership, and organized thinking. This makes the leader see and visualize where the company should be in the future. Strategic intelligence is an organized, ongoing practice directed towards decision-support, states Hans Hedin (2005:5). Strategic intelligence is also referred to as a process. This involves the collection, processing, and analysis of information that holds strategic relevance. Intelligence that creates value by providing enriched information and knowledge for making strategic decisions in an organization is available to you (Liebowitz, 2006:22). It also belongs to the strategic mind where it interacts with its components, like perception and strategic learning, as part of an integrated set of leadership attributes. This is the most important and newest system comprising management qualities in ensuring the position of an organization in the competitive market at a government and country level (Al-Jazi, 2021:12).

2. Importance of Strategic Intelligence

Strategic intelligence is, therefore, important to management in all spheres and organizational decisions on future plans since it provides a sound basis for operational objectives by predicting future challenges. This underscores the value of strategic intelligence as a driver of an in-depth understanding of an emerging threat so that foresight can be injected into the formula of strategy; and early detection in the quest for new capabilities, changed priorities, and authorities. Strategic intelligence has a great impact on developing and managing organizations and plays a significant role in the growth of the organization (Al-Ameri et al., 2013: 48).

It underlines the strategic position of intelligence in strategic planning and strategic management to help the organization keep footprints repositioned in the face of long-term futuristic assail, besides focusing the attention of the leaders of the establishment on the actions to be proactive.

The forms of strategic intelligence also include risk analysis and investigation to mitigate the impacts of risks and validate forecasts and information at a later time (Alhamadi, 2020). Firms began to appreciate the need for strategic intelligence and began to change their requirements for this type of intelligence as they started to combine it with other forms of intelligence like emotional intelligence, competitive intelligence, and business intelligence... etc. Training its leaders in achieving a most effective interfacing of its parts and departments that have lives and are now living with ongoing challenges and threats to operate added mechanisms, as well as approach planning strategically both through crises and before they happen which will convert the activities of those organizations towards proactive activities rather than therapeutic ones as strategic intelligence is one of these through which the strategic manager of the organization has to exploit all the mental capabilities at his disposal and the question here is the way and means of using these capabilities whether used in the form of emotional intelligence that is the mental abilities based on feeling and emotion in understanding the individual and social needs of oneself and others and the ways of creating between them and a strategic intelligence concept based on psychic abilities for future forecasting and envisioning long-range strategic objectives how to motivate individuals in common orientation to strengthen collaboration amongst agencies and from the organization's inner departments to strive for excellence and success. Strategic intelligence delivers the right knowledge to the appropriate individuals who can decide the future of the organization and the data businesses require about the environment to be in a position to forecast changes and plan suitable strategies that will add value to the customer as well as attain growth and profits in the future in the organization's new markets (Pellissier & Kruger, 2011).

3. Dimensions of Strategic Intelligence

Many studies and researches have dealt with the subject of the dimensions of strategic intelligence and models provided for these dimensions. The most prominent of

these, according to the model of (Akhgar & Yates, 2013), (Liebowitz, 2019). The following is a brief explanation of each of these dimension:

a. Future Efforts

It is the understanding of the background of the environment or organization that smart leaders desire and seek over a broad period, as well as the vision is the actual future of the organization, so it has to be achievable because it defines the long-term plan of the organization, as long as the vision is unifying and inclusive of all the plans of the organization and the cooperation, incorporation, and communication among these plans so that the organization can steer the present state and assure the future in its field of work. (Maccoby, 2015:15) (Zakaria Muttlak, 2020: 41) thinks that future vision reflects the process of forecasting the organization's future modes of operation, that is to say what the organization will have to become in time to come, which demands support from all the workers in the organization The future vision is also seen as the future strategic direction of the organization within an integrated and comprehensive vision of all the activities and actions of the organization. This is in order to achieve coordination, integration and interaction between these activities so that the system is able to control its current conditions and deal with environmental changes in the future. That is changes characterized as accelerating change. The future vision also reflects current situations and circumstances and gives an impression or image of the future state of the organization.

b. Structured Thinking Workshop

Akhgar and Yates (2013:11) defined systemic thinking as the aptitude of a person to handle a group of factors, perceive these elements, and take advantage of them towards the realization of general goals of an organization; it is a method of perceiving how elements of an establishment or organization relate to each other in a holistic approach. The integration of various elements is what systemic thinking depends on in order to examine them and get a true picture of the subject matter at hand. Structured thinking is being able to structure and bring different elements together to find out how they interrelate in achieving the organization's objectives (Qasim, 2011, :16). Structured thinking as a dimension of strategic intelligence is an important step in recognizing the strengths of the system by building knowledge and tools to understand complex systems and how to effectively bring about change; it helps in enhancing the abilities of leaders who can eventually deliver desirable results (Haines, 2007:84).

c. Motivation

It involves the capacity of the leader to inspire workers to put into practice the visions he has created and lead them towards a common goal to support the strategic goals of the organization as well as the capacity of the organization to pull and motivate people to move toward the common goal of the organization and this involves understanding the motives of people and influences them in the pursuit of the common goal (Giuri et al, 2019). Motivation features prominently in driving the workforce in an organization as it triggers the feelings and wants of people to spur them to take on tasks; motivation, as one of the facets of strategic acumen, stands for the leader's aptitude to inspire and drive individuals to buy into a shared goal and to deliver on ideas and views while also pushing them to enhance and uplift the organization (Saleh, 2010:10).

d. Partnership

It is the capability of the organization to find strategic partners with firms at the same level in any one industry or field and states the establishment of cooperative agreements between firms looking for new investment opportunities. The association is formed by creating alliances of more firms in order to reach their objectives, and the partnership with the strategy also contains a relationship between two or more sides which is directed toward achieving the common good and is based on equity, respect, giving and synthesis,

where each side brings the material and human resources to realize the objectives between the two sides (Al-Shawaikah, 2022 : 20).

e. Foresight

Foresight is the contemporary method of enhancing prescience. There can be no overreliance of today's management decisions on the information available in the past. Hence, in this context, foresight exceeds the boundaries of strategic prognosis and, at present, the approach to foresight is based on how change is to be implemented due to the unexpected occurrence of more opportunities and threats.

However, change does not happen overnight; it is characterized as "weak signals," and those faint signs mostly bear qualitative information with ample room for interpretation of those signals. Often, strategic foresight tools and processes are discussed as technological foresight or "technology intelligence." Technological foresight is described as an observatory of the emergence of current and future technologies and markets, as well as changing the behavior of customers and competitors; it is often visible from weak signals a description of all activities that support management decisions as well as all decisions, information, trends, opportunities, and threats and their arrangements in the environment of the organization. Yet, the lack of common foresight definitions leads to concentration in one area (Gil-Gomez & Lozano-, 2020). The paper also states foresight is the capacity to observe emerging trends via the interaction of past and present dynamic elements, and the absence of foresight caused many firms to go bankrupt. The significance of foresight as a part of strategic intelligence dimensions for the heads of organizations is detailed in (Kaddouri et al., 2018: 212-213):

1. Help leaders foresee chances and dangers about the group that impact its tasks.
2. Coordinating leaders' mental abilities to give them vision, creativity, and insight into market issues and competitors which is important in the decision the decision a very vital importance on such, expanding the horizons of their analysis of such and such a matter and exchanging views with each other as experts more than they are leaders of each organization separately. Foresight of the past is complicated by the present to determine the features of the future as much as possible through rational guessing, forecasting, and preparing multiple scenarios.
3. The information has to be strategically provided to managers; therefore, it has to be difficult to obtain and related to the future so that they can make appropriate decisions. This will make managers become more conscious to take opportunities and to reduce risks by knowing the challenges facing the organization.
4. Study the past, know the present in order for managers to know the future, which largely depends on the experience of the manager in his work and in decision-making.

He believes (Godet Michel & Philippe, 2011: 34) that foresight is that systematic scientific jurisprudence that aims to formulate a set of calculated predictions in a future period of time, and to monitor the basic changes that accompany this prediction. Forecasting also includes predicting the social, economic and political conditions expected to occur in the near future (Al-Baroudi, 2019: 21).

Second: Job Merit

1. The concept of job merit

The meritocracy methodology is new as applied to human resources management and has actually developed to solve a problem once faced by the US State Department in terms of the viability of the admission tests for a vulnerable job. However, the accuracy and sophistication of these tests do not allow the right comparisons between job applicants. After several years of application testing, the difference was validated since there is no significant difference found in the test results of the applicants compared with the actual level of performance of those admitted after entering the job. In the given scenario, the US State Department turns to an administrative expert (Mac McClelland) with the formulation

of the following question: "If these tests are not enough to identify people ... The good before the appointment, how do we recognize it? McClelland asked for two lists of names of job holders, the first list to contain those who were excellent in action, regardless of their test scores in the admission process, and the second list those low on performance ratings. He then conducted the field study to find out which common superior-at-work characteristics were found in one group and not in the others. He probably did find the set of characteristics (competencies) sharply demarking outstanding students from the masses and later dubbed it the "job-block model." research studies to develop methods of defining competencies and implementing competency models have evolved in the Human Resource field since Foley with others in 1980, and Planck in 1982, Potizis in 1982, and Zamke in 1982, and Marlowe in 1985, and McLagan in 1990, and last, but certainly not least, Kollois-Pegsek in 1991. Noteworthy is that most are psychologists and educators. Job competence shall mean:

- a. The personal make-up of an individual which leads to successful or outstanding performance.
- b. It is the factors of behavior supporting outstanding performance.
- c. It is the aggregate of skills, knowledge, and behavior which results in effective job performance.
- d. are personal traits (such as knowledge, skills, mental habits, fundamental motivations, etc.) which an individual can apply to attain successful performance.
- e. Factors and traits of aptitude in technology and management, work ethics, general conduct, and other things an employer values.
- f. Features, academic and professional skills and qualities which help the worker to reach advanced academic levels as well as perform better than regular levels.
- g. It is a natural characteristic of the person which directly leads to successful superior performance, which can be measured as a standard for the job or situation.

In his book *The Rise of Meritocracy*, Young Michael introduced the word 'meritocracy' in a pejorative sense: it was intended as a warning of the form of inequality, which the author believed to be produced and sustained by the operation of a meritocratic system. The word has, however, in general, come to stand for a positive ideal, a set of principles to which the broader community and its organizations should aspire and apply. The existence of this positive estimation and appreciation of meritocracy has had vast influence over the logics of control of organizations in Western societies, where policies, either for recruitment and advancement possibilities for workers, are developed in meritocratic ways. Nowadays, basically no questions have been raised about these assumptions, even though the dominance of meritocratic principles has not led to more equal opportunities or results. (Zliwa, M., & Johansson, M., 2014:821,822). In essence, the merit-based system can motivate workers to carry out the most efficient activities. In another context, merit may refer to income outside of the basic salary paid on the basis of a merit-based system. Thus, merit is related to employees' performance because incentive payments are normally made according to work performance (Maulidan, J. A., Azis, N., & Ibrahim, R., 2020:247). The skills that got you here won't get you there. That doesn't diminish your past accomplishments, but they won't be all you need for the next stage of your journey. When HR departments wish to fill leadership positions, they often pursue a merit upgrade strategy by promoting employees who have previously excelled through performance. The basic logic can be explained by an analogy: if an important race emerges, people choose the best horse from the stable to enter the race. This means that it is valid and widely applied, using the merit-based promotion approach in this review, i.e. leading employees based on their employees' performance into leadership positions. The situation could contribute to the question of interdisciplinary research into the areas of leadership, staff selection, function, and succession and different theoretical approaches which are yet to be integrated. I have only outlined how the validity of merit-based promotion theory is achieved using two approaches: experience approach and expert leadership theory. As

mentioned in the preceding chapter, this empirical application— applied during 9 years of observation— proved to be impossible in practice. This underscores the assumption referred to earlier: applicants are supposed to be selected based on merit, i.e. via (tough) tests but not necessarily to get the "right person for the job." 'They will have to take a stressful test with questions related to statistics, mathematics, economics as well as English, only for them to find themselves putting money into machines that can identify counterfeit banknotes.'

Job meritocracy is viewed as value creation by investing opportunities with unique resources by the authors in the source (Geromichalos & Kospentaris, 2022:10). The concept of meritocracy comprises: Innovativeness that represents unusual creative solutions in meeting needs and problems and takes the form of new technologies. Risk: This is a risk that is normally calculated and managed and, at the same time includes the wish to supply basic resources for the opportunity of investing in it as well as taking the responsibility for the failure as well as its cost. Reactiveness: It concerns the execution of labor so that an individual can work with it and, hence, qualifies to execute the work productively.. (Al-Shinawi et al.,561:2021).

2. The importance of studying job merit

The relevance of meritocracy as applied in practice permeates definitions of meritocracy, making them contextualized and self-defining. It, therefore, implies that there is nothing essentially meaningful in having certain talents. Rather, meritocracy presents itself as a dynamic, relativistic, and socially constructed concept. Attributing social construction to meritocracy requires recognition of the meritoriousness of the status of authority determining specific talents. Thus, the depiction of meritocracy in hegemonic discourse as though it were objective and absolute is false. That power-evaluative and rewarding meritocracy is generally not taken into account as a second critical point that we will develop further on (below & Johansson, 2014:825, 827).

- a. **Absence of authority in determining and rewarding meritocracy:** Absence of authority in determining and rewarding meritocracy: Also absent in the increasing debates on meritocracy and what its opponents, rather unwisely, fail to emphasize is the element of authority in the system of merit and the constructs of meritocracy; that is, abilities seen as useful and entitled to a reward in a specific situation can be traced to those in authority who impose their own interests and achievements in determining what counts as merit, since the very fact that some individuals occupy superior posts can itself reflect the presence of certain sets of authority and interests, and when grounded in ideas of meritocracy defined by dominant classes, choosing on the basis of merit has commonly been experienced as discriminatory toward non-privileged groups, and thus the absence of equal opportunity is accepted as coming from the meritocratic system. Though the dominant ideology sees meritocracy as colorblind, definitions of meritocracy have been attacked both for gender-bias, and even the possibility and desirability of meritocracy have been disputed on the grounds that it masks the real sources of inequality. The detailed criticisms reviewed below point toward specific sources and the effects of unequal power relations in meritocratic systems.
- b. **Individual focus of merit assessment:** Individual focus of merit assessment: The problem critics of meritocracy face is that there's an individualism problematic in the discourse of meritocracy, where "your problems are all your fault, your privileges are all your achievements, there is an argument that this individual flavor of meritocracy serves to make the material benefits of the merit system invisible to the dominant group, thus contributing to the perpetuation of the status quo. While academic merit is assessed at the individual level, its attainment relies on being in and engaging with networks of academics. However, the access to senior mentoring networks and joint research projects is not evenly distributed among all members of the organization.

- c. **Non-recognition of the gender character of disembodied meritocracy:** Disembodied Meritocracy Gender Characteristics Non-recognition: The use of meritocracy in the place of work as a system where access and progress is conceptually open to all based on achievement could be fitted with Acker's (1990) well-known analysis of organizational hierarchies and functions as inherently gendered processes. Here, it could be said that the body is completely absent from the discourse of organizational meritocracy. Supported by the assumption that an individual is assigned to a job, and that hierarchical advancement of the job occurs to the incumbent regardless of gender, class, race, nationality, ability, and organizational principles and procedures based on merit.

Schleu & Hüffmeier (2021:2) argue that merit-based human resource management and the consideration of analysis results of merit elements in the organization as an input for enhancing recruitment and selection processes, job design, performance management, employee development, and rewards are all working better when the organization also integrates the aspects of merit in its corporate governance practices:

- a. Selection and Appointment: Recruitment and selection choices are based on greater information about the potential for actual success of the employee than made in past with more traditional methods.
- b. Promotion and career paths: Under meritocratic approach, it assists modern manager surrendering into decisions related to promotion and career development on fact-based facts and reliable information concerning an individual's chance for success in the job thus ensuring that the most capable person will be promoted to this position.
- c. Training and Development: The competence framework clarifies the fine distinction in the skills map between the skills an individual already has and what the business requires. Training efforts can then be focused on filling this gap.
- d. Performance management: Output data sharply reduces the argument about performance appraisal by creating objective measures. Required actions are on a linear scale that is hard to challenge.

In the opinion of Riyadh (13:2009) and Al-Shennawi et al. (561:2021), the importance of job merit is reflected through managerial behavior, which will or shall lead the direction of the organization in a purposeful and continuous manner and will shape the field of its operations with excellence and the exploitation of the opportunity directed towards creativity as indicated by the studies that the criterion for determining merit in organizations is the continuous development and improvement of their products and services in response to competitive environmental changes, which is of great importance that the organization aspires to reach its field of work. Which, in turn, seeks to achieve a set of goals with the most important of them being to:

- a. The long-term priorities of the organization should be set on the basis of the current mission, the variables and shifts in the surrounding environmental conditions, and with the development of the organization in its various stages.
- b. General direction setting more specific and detailed objectives for the lower levels and the different units, which would be consistent and in harmony with the general directions of the organization.
- c. Identify the main and sub-activities of the organization and the work in them that will be undertaken to realize the priority objectives set over an extended period of time.
- d. Establish the final indicators which the strategy must endeavor to achieve, and then define the criteria by which the success of the strategy may be judged or determined.
- e. Enhance corporate governance by way of parameters emanating from objectives, which will be used to assess the performance of the organization as a whole.

3. Job Merit Dimensions

The wall was grouped on the basis of latent intention, which is the level of analysis that falls between the hidden intention that is represented in the social motives and behaviors that appear on the surface, and the intention relates to specific circumstances and has a more general, superficial and transient nature of the underlying motives. The behaviors of merit may be driven by one social motive or a group of motives, for example: what is the motive behind the intention to develop the skills of the subordinate and prepare him for promotion, the effect may be, or it may be achievement, or it may be affiliation, or a combination of these motives, and (Al-Shinawi et al., 2021: 562) believe that job merit consists of three main dimensions:

- a. **Exploiting all possibilities:** This is represented by the organization's desire to adopt projects that carry a high rate of risk with the expectation of high return.
- b. **Exploration:** It is the organization's endeavor to be the first to introduce new products and services and to be highly competitive attacking in seizing opportunities.
- c. **Administrative support :** It consists of taking the initiative and then waiting for competitors to respond.

4. Discussion

A. The practical part

First: Statistical description of research variables

This paragraph aims to know the level of research dimensions represented by (strategic intelligence and functional merit) through the use of the arithmetic mean, standard deviation and percentage, as each dimension obtains an arithmetic mean less than (3) a hypothetical mean or a percentage less than (60%) is rejected.

Table 2. Frequency distributions, arithmetic media and standard deviations of strategic intelligence.

Standard deviation (Maths.)	Arithmetical mean (Maths.)	Indicator	Variables
.5796	3.691	X1	Future visioning
.8592	3.911	X2	
.8799	4.176	X3	
.4232	3.911	Rate	Structured Thinking Workshop
.6815	3.794	X4	
.6722	3.897	X5	
.7738	3.705	X6	Motivation
.4119	3.753	Rate	
.6961	3.588	X7	
.6437	4.058	X8	Partnership
.7201	3.250	X9	
.4128	3.312	Rate	
.6478	3.705	X10	
.6936	3.235	X11	
.6592	3.794	X12	

.4322	3.601	Rate	outlook
.5796	3.691	X 13	
.8592	3.911	X 14	
.8799	4.176	X 15	
.4811	3.876	Rate	
.2501	3.614	Strategic intelligence	

Source: Prepared by the researcher based on the results of the electronic calculator (n=110)

Table 3. Statistical description of strategic intelligence.

NO	SUB- DIMENSIONS	Arithmetical mean (Maths.)	Standard deviation (Maths.)	Percentage	Dimensional Arrangement
1	3.911	.4232	4232	79%	First
2	3.753	.4119	4119	78%	Second
3	3.312	.4128	4128	74 %	Four
4	3.601	.4322	4322	72%	Five
5	3.876	.4811	4811	76 %	third
Strategic intelligence		3.614	.2501	76 %	

Source: Researcher Based on the results of the electronic calculator

From the data of Table (3), check the following:

- a. The future vision variable of the studied sample was attained with a mean of 3.911, a standard deviation of 0.4232, and a weight of 79%. The order of the dimension came
- b. The organized thinking variable of the studied sample achieved a mean of 3.753, with a standard deviation of 0.4119, and a weight of 78%, and the order of the dimension came
- c. The motive variable of the sample was achieved with an arithmetic mean of (3.312), with a standard deviation of .4128), and a percentage weight of (74%), and the order of the dimension (thefourth).
- d. The studied sample achieved the partnership variable with an arithmetic mean of (3.601), a standard deviation of .4322), and a percentage weight of (71.57%), and it came in the order of dimension (thefifth).
- e. The sample studied achieved a mean of 3.876 for the variable foresight, with a standard deviation of .4811, and weight percentage of 76%, and dimension order third of the came
- f. The main independent variable achieved strategic intelligence of the sample studied with a mean of 3.614, standard deviation .2501, and percentage weight 76% .

Table 4. Frequency Distributions, Arithmetic Arguments, and Standard Deviations for Functional Worthiness.

Standard deviation (Maths.)	Arithmetica l mean (Maths.)	Indicator	Sub Parameters	Variable
.6257	3.764	Y1	Expl oit all poss ibili	Job mer it

.8098	3.029	Y2	Explore	
.8648	3.294	Y3		
.8958	3.058	Y4		
.7976	3.316	Rate		
.8054	3.088	Y5		
.7998	3.544	Y6		
.8238	3.088	Y7	Administrative support	
.8829	3.235	Y8		
.8315	3.209	Rate		
.9134	3.117	Y9		
.9849	3.500	Y10		
.8814	3.617	Y11		
.8951	3.279	Y12		
.954	3.404	Rate		
.835	3.309	Job merit		

Source: Prepared by the researcher based on the results of the computer(n=110)

Table 5. Statistical description of job merit.

No	Sub Parameters	Arithmetical mean (Maths.)	Standard deviation (Maths.)	Percentage	Dimensional Arrangement
1	Exploiting all possibilities	.7976	3.316	75 %	Second
2	Explore	.8315	3.209	73%	third
3	Administrative support	.954	3.404	77%	First
Job Merit		.835	3.309	75 %	

Source: Researchers based on the results of the electronic calculator

From the data of Table (5), the following is achieved:

- The variable of maximizing on all the opportunities of the studied sample attained an arithmetic mean of (3.316), with a standard deviation of (.7976), and a percentage weight of (75%), and the order of the dimension (thesecond) came.
- An exploration variable for the studied sample achieved an arithmetic mean of (3.209), with a standard deviation of (.8315), and a percentage weight of (73%), and the order of the dimension (thethird) came.
- A variable for the administrative support of the studied sample achieved an arithmetic mean of (3.404), with a standard deviation of (.954), and a percentage weight of (77%), and the order of the dimension (thefirst) came.
- The dependent variable achieved the functional merit of the studied sample with an arithmetic mean of (3.309), a standard deviation of (.853), and a percentage weight of (75%).

Second: Testing the correlation hypotheses of the main and sub-research variables

This part of the research is specialized in a statistical presentation through which the relationships between the two research variables (strategic intelligence and functional

merit) are tested and analyzed and will be tested according to their occurrence in the hypothetical research scheme, which are as follows:

Table 6. Correlation relationships matrix for the main and sub variables.

No	Sub Dimensions	Job Worthiness	Level of Significance
1	Future visioning	0.08	0.40
2	Structured Thinking Workshop	0.04	0.55
3	Motivation	0.03	0.04
4	Partnership	0.40	0.001
5	outlook	0.03	0.01
	Strategic intelligence	0.07	0.004

Source: Prepared by the researcher based on the results of the computer.

- a. The first main hypothesis is Macro Level: There Exists A Correlation Between Strategic Intelligence And Job Merit. From The Data Of Table (6), It Became Evident That A Positive Correlation Relationship Exists While The Level Of Morale Was (0.004), Less Than The Level Of Morale Specified By The Researcher (0.05), This Hypothesis Is Accepted At The Level Of Research.
- b. The first sub-hypothesis: a significant correlation exists between future vision and functional merit at the macro level. . From the data of Table (6), it can be stated that there is a positive correlation relationship (0.08) ,and the level of significance was (0.40), which shows it to be higher than the level of significance pre-specified by the researcher (0.05), hence this hypothesis stands rejected at the level of research.
- c. Sub-hypothesis two, there is a significant correlation between structured thinking and functional merit at the macro level. From the data of Table (6) it became apparent that there is a positive correlation relationship (0.04), while the level of significance was (0.55), which further is higher than the level of significance as specified by the researcher (0.05), therefore this hypothesis stands rejected at the level of research.
- d. Sub-hypothesis three, which reads that there is a significant relationship between motivation and functional merit at the macro level. From the data in Table 6, it came to be clear that there exist a positive relationship between the two 0.3, whereas the level of significance was 0.04, which is higher than the level of significance set by the researcher 0.05, therefore this hypothesis is accepted at the research level.
- e. The fourth sub-hypothesis, regarding a substantial correlation between partnership and functional merit at the macro level, was supported by the information in Table 6, where the data depicted a clear positive relationship, 0.40, and the level of morale proved to be 0.001, lesser than the level of morale specified by the researcher, 0.05, for this hypothesis to be accepted at the level of research.
- f. The fifth sub-hypothesis is there a significant correlation between foresight and functional merit at the macro level. From the data of Table (6) it became clear that there is a positive correlation relationship (0.03), while the level of significance was (0.01), which is higher than the level of significance specified by the researcher (0.05), so this hypothesis was accepted at the research level.

Third: Results of influence relations between research variables

In this paragraph, the results of the test and analysis of the relations of influence between the research variables will be discussed and as stipulated in the main hypothesis of influence (there is a significant relationship of influence between strategic intelligence and functional merit at the macro level) and the sub-hypotheses emanating from it will be tested successively according to what is stated in the hypothesis research scheme:

1. Results of the impact relationship test of the main hypothesis

Table (7) shows the results of the test of the impact relationship of strategic intelligence in job merit according to the results of determining simple regression, assuming a significant relationship between the real value of strategic intelligence (X) and job merit (Y) and can be expressed by the following equation:

$$Y = a + \beta X \quad (1)$$

Where:

Y = Job merit.

X = Strategic Intelligence.

B = The slope of the equation (the amount of change in y that occurs as a result of the change of x units).

a = Statistical constant.

This equation shows that job merit is a function of the true value of strategic intelligence, and that the estimates of this equation and its statistical indicators were calculated at the level of the research sample of (110) individuals. The simple regression equation for the relationship between the two variables of strategic intelligence and job merit is as follows:

$$\text{Job Merit} = (0.75) + (0.38) \text{ Strategic Intelligence}$$

Within this framework, the variance (ANOVA) of the two variables was analyzed and the results were as in Table (7).

Table 7. Analysis of variance (ANOVA) of the relationship between strategic intelligence and job merit.

Source of variance	Degree of Freedom	SQUARES TOTAL	Squares mean	R^2	Calculated value (F)	Level of Significance
regression	1	1.601	1.601	0.124	696	0.004
Error	109	154	.184			
Total	110	13.755				

Source: Researcher Based on the results of the electronic calculator. n=110

As for the table of transactions, it indicated the values shown as follows:

Table 8. Results of the strategic intelligence impact test on job merit.

Form	Non-standard coefficients		Non-standard coefficients	T	Level of Significance
	Beta parameter	Standard error	Beta		
Hard	0.75	0.85		0.929	0.356 ***
Strategic intelligence	0.67	0.22	0.38	2.94	0.004

Source: Prepared by the researcher using the outputs of the computer n=110

The variance analysis table and the coefficient table of the relationship between strategic intelligence (X) and functional merit all show that at the level of the research sample of (110) people, the value of (t) is very large compared to its tabular value and at a significant level (0.05). In other words, the regression curve is sufficient to describe the relationship between (X, Y) and at a confidence level of (0.95). This fact is confirmed by a statistical value of (X), whereby the test (t) has been established at (t=2.94)

In view of the regression equation, the constant is shown (a=0.75), which means that there is a presence of functional merit of (0.75) when the value of strategic intelligence is nil.

As for the value of the marginal slope ($\beta=0.38$) and the accompanying (X), it means a change of (1) in strategic intelligence (X) results from a change of (0.38) in job merit.

The value of the coefficient of determination (R²) also indicated a coefficient of (24), which means that the strategic intelligence (X) explains its value (0.124) of the variance in job merit, and that 0.74)) unexplained variance is due to variables that did not enter the regression model, which is an indicator the confidence limits .05. In light of these results, this hypothesis is accepted.

2. Testing sub-hypotheses

After the main hypothesis of influence has been tested, it is necessary to test the impact of strategic intelligence in its dimensions (future vision, organized thinking, motivation, partnership, foresight) in job merit.

According to this hypothesis, the multiple regression equation for strategic intelligence variables

(X₁, X₂, X₃, X₄, X₅) in the functional merit (y) in terms of the following multiple regression equation:

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5$$

The multiple regression equation for the relationship between strategic intelligence (X) and functional merit (y) was:

$$\text{Job Merit} = (0.75) + (0.046) \text{ Future Vision} + (0.048) \text{ Structured Thinking} + (0.145) \text{ Motivation} + (0.310) \text{ Partnership} + \text{Foresight} (0.330).$$

As for Table (9), it indicated the values shown as follows:

Table 9. Results of the test of the relations of influence between strategic intelligence and job merit.

Form	Non-standard coefficients		Non-standard coefficients	T	Level of Significance
	Beta parameter	Standard error	Beta		
Hard	.75	833		877	.312
Future visioning	.041	113	.046	345	.701
Structured Thinking Workshop	.043	116	.048	370	.708
Motivation	.210	.138	.145	1.651	.114
Partnership	.380	134	.310	299	-0.005 ***
outlook	.350	134	.330	3.365	.002

Source: Researcher based on the results of the electronic calculator n=110

It is apparent from Table (9) that the regression equation gives the constant (a=.75), which implies that there is a functional value of (0.75) when the value of strategic intelligence is zero.

Regarding the value of the marginal slope of the future vision, it attained ($\beta_1=0.046$), which is related to (X₁), it shows that a variation of (1) in the future vision (X₁) will cause a favorable variation of (0.046) in c.

The marginal tendency value for structured thinking was ($\beta_2=0.048$). The accompanying (X₂) indicates that a change of (1) in structured thinking (X₂) will lead to a positive change of (0.048) in job merit.

The marginal tendency value of motivation reached ($\beta_3=0.145$), which is associated with (X₃), it indicates how a change of (1) in motivation (X₃) will lead to a positive change of (0.145) in job merit.

Regarding the marginal propensity value of the partnership, it reached ($\beta_4=0.310$) and accompanying (X4), it indicates that a change of (1) in the partnership (X4) will lead to a positive change of (0.310) in job merit.

Regarding the value of the marginal tendency for foresight reached ($\beta_3=0.330$) and accompanying (X5), it indicates that a change of (1) in foresight (X5) will lead to a positive change of (0.330) in job merit.

On the basis of these results, the hypothesis is accepted at the macro level and the first, second, third, and fifth sub-hypotheses are rejected. However, the fourth sub-hypothesis of influence relations is accepted.

5. Conclusion

- a. Based It is clear that the research sample of employees suffers from a lack of motivation- which can be counted as incentives- rewards, and everything that raises their motivation, and this reflected on their support for the work environment and their unwillingness to provide ideas, experiences, and everything that would support the strategic plans of the organization.
- b. Most people in the five groups talked are able to give good thoughts, especially about what can happen in the future and clear thinking. This might show in the start of some nice actions in their work with the customer because of their work and problems with customers and thinking about what they want and need.
- c. Most workers suffer from poor information in administration and strategy; this makes them feel embarrassed with the customer and, hence, creates an unstable work environment that may, in turn, negatively affect workers in their work behaviors. As a result, it will also decrease their ability to exploit their potential, which can be an indicator of merit in the job.
- d. The finding is that focusing on administrative support, considering the opportunity, and threat available in the senior management to the employees develops job merit which is in favor of work interest.
- e. The principle of partnership shall be applied in making strategic decisions, which means the president and the subordinate will share ideas to arrive at decisions that support the organization from no favoritism/discrimination angle towards the employees and that, if there is a failing in this aspect, it should result in a failing to achieve job merit indicators in the work environment.

Recommendations:

- a. Work leaders and their stakeholders should try very hard to develop a new vision of work in order to put the best person in the best job while considering how all workers are specialized without any unfairness. This will help smart or helpful, clear and encouraging ideas for groups at the top level.
- b. Work should be undertaken by all methods to develop both support and motivation programs and everything that would enhance workers' motivation by creating programs for material and moral incentives and rewards in a way that decreases the workload as much as possible and hence motivates the workers to apply and utilize the knowledge information that is the best in their work performance.
- c. The need to involve workers in critical and strategic decisions and consider their opinions and proposals based on their experience and contact with the customer, looking forward to his desires and needs.
- d. The use of training needs that can be set up in the form of one-time or periodic implementation to meet the worker without feeling unfair and at the same time controlling or reducing the emergence of adverse behaviors from some employees due to their not being engaged in the development of the vision and strategic objectives of the organization.

- e. The identified organizations, and more particularly, the senior management of the organizations should fully harness all aspects of the able workers possessing skills and experience, and make efforts to identify and develop the workers having positive aptitudes as well as knowledge and new concepts that can contribute to the enhancement of the working conditions with due benefit to all, and administratively and technically this will be achieved through the support of senior management.
- a. The research organization should back up and better the work setting in harmony with the strategic moves and the quick-changing environment, by giving all the facilities and inspiration needed by the worker when doing his job, and working to kick in the system of rewards and living support for workers, which helps a lot to gain organizational excellence

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