THE EFFECT OF EMPLOYEE GRATITUDE ON STRATEGIC INTELLIGENCE: THE INTERACTIVE ROLE OF TACIT KNOWLEDGE

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Article history:		Abstract:
Received:	February 1st 2023	The current research aims to measure the effect of employee gratitude represented (feelings of gratitude, attitude towards gratitude, and behavior of gratitude) on strategic intelligence represented in (insight, vision, and motivation): the interactive role of tacit knowledge represented (using tacit knowledge, and the characteristics of implicit knowledge). A questionnaire was used to measure the level of availability of research variables at Asiacell Mobile Communications Company in Iraq of Al- Qadisiyah governorate which agents represent the policy of that company , and accordingly (70) questionnaire forms were distributed, and (67) valid for analysis were retrieved from them, and to reach the required results, the research adopted a set of statistical means that would ensure this, represented by the arithmetic mean, Standard deviation, correlation coefficient, and regression coefficient through the statistical package (SPSS V.26) and (AMOS V.26), and the research reached a set of results, the most important of which is the existence of a significant correlation and influence between employee gratitude, implicit knowledge, and strategic intelligence.
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1. INTRODUCTION

In light of the rapid changes and great developments in the business world today, all organizations need the ability to adapt to these conditions to face high competitiveness. The employees are highly grateful and we called it (employee gratitude), and in order to develop the organizations' intelligence, they must focus on what they own and the tacit knowledge possessed by their employees, and accordingly, the research has been designed into three basic paragraphs: the study methodology, the theoretical framework, and the field or practical aspect of the research. And then the research came out with a set of conclusions and recommendations, and the descriptive analytical approach was adopted for the study, and a group of previous studies and research on the topic of research was adopted to enrich the theoretical framework. The questionnaire was also adopted as the basis for the study, and the data were analyzed using the statistical package (SPSS V.26) and (AMOS V.26).

2. RESEARCH METHODOLOGY
2.1. The research problem

It is noted that some organizations working in the field of communications do not have sufficient knowledge regarding the importance of employees' gratitude, tacit knowledge and the unique advantage that can be created as a result of their investment in enhancing strategic intelligence, in order to create a clear picture towards the current business environment characterized by turmoil, complexity and intense competition as a result of technological progress and changes Continuing in the requirements of customers, and based on the foregoing, it can be said that the research problem lies in an attempt to answer the following:

• What are the knowledge requirements through which the research sample company can invest in order to develop its capabilities in the field of communications?

• What is the nature and level of dimensions of employee gratitude, strategic intelligence, and tacit knowledge of the sample members?

• Is there a correlation between employees' gratitude and strategic intelligence and tacit knowledge?

• Is there an effect of employee gratitude in strategic intelligence?

• Is there an effect of tacit knowledge on strategic intelligence?

• Is there a role for tacit knowledge as an interactive variable in the influence between employee gratitude and strategic intelligence?

2.2. The importance of research

The current research gains its importance through the following:

• Draw the attention of the study sample company to the importance of the gratitude of the employees.

• Presenting a vision to the management of the study sample company about priorities that can be set in the field of using tacit knowledge and its characteristics towards its development.

• Enhancing the awareness of the study sample company to ensure its survival and continuity in the face of rapid changes that require multiple skills of knowledge, so it should search for tacit knowledge as intellectual assets that connect it to learning, creativity, excellence and competitiveness as practices towards organizational development.

2.3. Research objectives

The objectives that the research seeks to achieve can be specified in the following:

• Introducing the importance and role of employee gratitude and the practices of strategic intelligence and tacit knowledge as important variables that qualify to lead the research sample towards strategic intelligence.

• Consolidating an organizational culture among the research sample with the necessity of striving to achieve strategic intelligence as a basic pillar to meet the challenges of the accelerating environment.

• Clarifying the nature of the relationship and the effect between employees' gratitude, strategic intelligence, and tacit knowledge in the studied sample.

• Reaching a realistic research model that links its variables in a way that is consistent with reality.

2.4. The hypothetical scheme and research hypotheses of the research
2.4.1 The hypothetical scheme

The hypothetical scheme of the research expresses the nature and type of the relationship between employees' gratitude, strategic intelligence, and tacit knowledge that is the subject of the research. The hypothetical scheme includes three variables:

• The independent variable: It is the employees' gratitude: It includes three dimensions (feelings of gratitude, attitude towards gratitude, and gratitude behavior).

• The dependent variable: It represented the strategic intelligence, which includes three dimensions (insight, vision, and motivation).

• Interactive variable: It is represented by tacit knowledge, which includes two dimensions (using tacit knowledge, and characteristics of tacit knowledge).
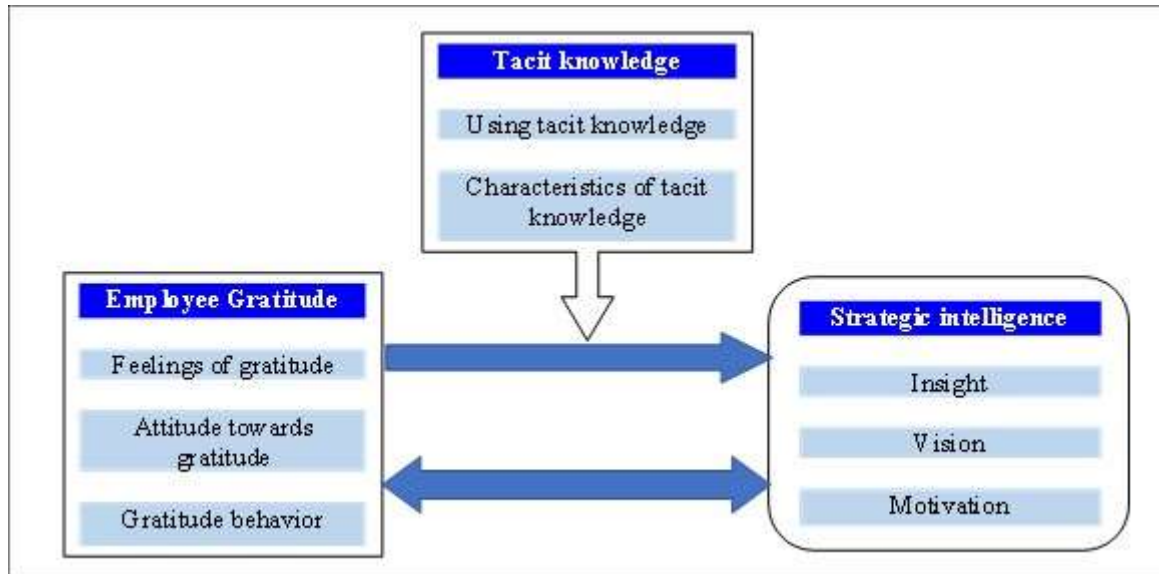
Fig. 1. Theoretical framework

2.4.2 Research hypotheses

According to the above in The theoretical frame research show in fig. (1), the research hypotheses can be formulated as follows:

• The first hypothesis: There is a statistically significant correlation between employee gratitude and strategic intelligence.

• The second hypothesis: There is a statistically significant correlation between employees' gratitude and tacit knowledge.

• The third hypothesis: there is a statistically significant correlation between tacit knowledge and strategic intelligence.

• The fourth hypothesis: There is a statistically significant effect of employee gratitude on strategic intelligence.

• The fifth hypothesis: There is a statistically significant effect of tacit knowledge on strategic intelligence.

• The sixth main hypothesis: There is a statistically significant effect of the interactive role between employees' gratitude and tacit knowledge on strategic intelligence.

2.5 Description of the research sample

The research sample was represented by the total number of employees of (70) workers in the Asiacell Company, Al-Diwaniyah branch, the sample included all employees of the company, and (67) were retrieved from them, valid for analysis, and accordingly the response rate was (96%).

2.6 Methods of data collection

• Theoretical framework: The research was covered based on foreign references represented by books, periodicals, master's theses and doctoral theses, in addition to the research provided by the information network (Internet) related to the topic.

• The field side: for the purpose of achieving the objectives of the research and testing hypotheses, the data was collected through a questionnaire, which is a major measuring tool for collecting data and information from research related to the field side, as it included the main research variables, a five-way Likert scale was adopted. Table (1) shows the measures of the research variables, their dimensions, the number of their paragraphs, and the sources that were approved for their measurement.

Table 1. Measures of Research Variables

Variables	Dimensions	Number of paragraphs	Source
	Feelings of gratitude	6	
Employee gratitude	Attitude toward gratitude	4	Morgan et al.,2017
	Gratitude behaviour	4	
Tacit knowledge	Using tacit knowledge	7	Al-Saleh, 2014
	Characteristics of tacit knowledge	7	
	Insight	5	
Strategic intelligence	Vision	5	Abuzaid,2017
	Motivation	5	

2.7 Methods of data analysis

To analyse and classify the data and prove the validity of the hypotheses related to the research, a number of statistical methods were used using the statistical program (SPSS V.26) and (AMOS V.26), as the following were calculated:

• Mean: used for the purpose of knowing the average answers of the sample members.

• Standard deviation: It is used for the purpose of knowing the dispersion of the answers of the members of the studied sample from its mean.

• Pearson correlation coefficient: It is used for the purpose of determining the correlation between qualitative data.

• Cronbach's alpha coefficient: To ensure the stability of the search scale and the consistency of the paragraphs among them.

• Normal distribution analysis: To verify the existence of a normal distribution of the data withdrawn from the population of the research sample, the (Kolmogorov-Smirnov) and (Shapiro - Wilk) tests was adopted.

• Regression coefficient: used to determine the effect.

• The coefficient of determination (explanation) R^2: It is used to determine the extent to which the study variables explain the phenomenon being studied.

1. **Theoretical framework**

3.1 Employees Gratitude

3.1.1 Concept of employee gratitude

Gratitude represents in the language that the source of gratitude is the verb to give thanks, and in the Oxford English Dictionary (Gratitude), gratitude represents a special state of thanks and appreciation for the work performed by the worker [34]. And [13] showed that the employees' gratitude indicates the individual's feeling of appreciation in response to the beneficial experience [20] that he had in the workplace. [34] believes that the gratitude of the employees indicates the amount of thanks, appreciation and respect that the employees have to the organization. [11] indicated that the employees' gratitude expresses a personal tendency to notice and positively appreciate the organization. And in turn [18] that the gratitude of the employees refers to the recognition and appreciation of the benefit that the organization provides to the workers.

3.1.2 Dimensions of employees' gratitude

According to [33], employee gratitude can be measured through three dimensions, which can be summarized as follows:

a. Feelings of gratitude

The amount of appreciation and positive feelings that the working individual has towards the organization [10, 36], which means that feelings of gratitude refer to the working tendency to acknowledge and respond with grateful affection to the roles of others' benevolence and positive experiences. And the positive results that they contribute to cooperating to achieve [25, 40].

b. Attitude toward gratitude

Attitude towards gratitude refers to an appreciation for the benefits and rewards provided by the organization to its employees, and the amount of responding in kind by making redoubled efforts in accomplishing and achieving the organization's goals [12].

c. Gratitude behavior

Gratitude behaviour refers to the amount of discipline, adherence to standards and regulations established by the organization, and the commitment to adhere to desirable behaviours and reduce undesirable behaviours [21].

3.2 Strategic Intelligence

3.2.1 Concept of strategic intelligence

Intelligence represents a purposeful process to support the decisions taken by the organization [8], in order to adapt to new environmental conditions [19] and to detach from traditional thinking [24]. [29] claimed that strategic intelligence represents a basic activity in the social and human sciences as it works on the use of data, information and knowledge of high value in order to achieve organizational goals. And [41] showed that strategic intelligence represents the main means through which the organization can use it as a source of competitive advantage, as it works to enhance the decision-making process [42]. Strategic intelligence is a set of procedures and activities used to collect, analyse and evaluate business information in order to achieve a specific goal and mainly focuses on issues related to business strategic planning [1]. And [26] found that strategic intelligence refers to the extent to which the organization contributes to innovation [38]. And to improve its technological capabilities through competition between artificial intelligence, business intelligence, competitive intelligence, and knowledge management. [5] believes that strategic intelligence is a holistic way to think about the present and future of the organization, solve its problems, and adapt to the internal and external environment in a way that guarantees the organization maintains its competitive position and its continuous achievement. In turn, [2] indicated that strategic intelligence is the collection, analysis and dissemination of data related to strategic decision-making.

3.2.2 Dimensions of strategic intelligence

According to [2], strategic intelligence can be measured in three dimensions:

a. Insight

Insight is the ability to understand the forces that

shape the future and to explore and anticipate new opportunities and threats that may redefine business, an approach that assesses the past and present to make predictions of what the future will or should depend on continuing dynamic developments from the past to the future [2]. [30] indicated that insight represents an organizational technique for the strategic management of the organization that depends on the reflexive interaction between the main administrative stakeholders. [26] sees insight as the ability to create and maintain a future vision that can be used to provide insight that will be beneficial to the organization.

b. Vision

The vision reflects the leader's ability to see the future of the organization clearly and completely and includes the desire to change the current situation, the tendency to adopt goals completely different from the current goals, the ability to identify opportunities in the environment and the formation of a long-term growth path for their organizations and the ability to communicate it to all members of the organization [2]. [6, 14] explained that vision represents engagement in considering positive career possibilities and future outcomes. [21] believes that vision represents a mental process in which images of the desired future (Objectives, goals, and outcomes) are made intensely real and convincing to act as motivators for the current action.

c. Motivating

Motivation is represented in motivating employees to adopt a common goal and implement that vision [29]. The vision is not just something that can be talked about, but rather something that must be moved towards in the work of the individual, Motivation includes the ability of the leader to implement the different goals and plans of the new vision, putting strategic goals and plans in their right place, the ability to encourage employees to actively participate in the implementation of plans, the ability to inspire and the motivation of employees to achieve High performance [2]. And sorted [38] that motivation represents the encouragement of workers to provide the best they can in order to accomplish the required tasks.

3.3 Tacit Knowledge
3.3.1 Concept of tacit knowledge

The first beginnings of the roots of tacit knowledge go back to the Hungarian philosopher Michael Polony 1958-1966, which he explained in his famous saying (We know more than we say) [36]. Then came [34], which gave tacit knowledge a personal dimension that makes it difficult to formulate or communicate and share with others, and it is deeply embedded in individuals' actions, experiences, and values, and identified them with a special environment that cannot

be reduced to an explicit level. While [31] emphasized its deep availability in processes and values. They are common sense information necessary for routine life at work and which is usually unauthorized [13]. [8] sees that it is knowledge related to the technical, perceptual, and behavioural knowledge that lies in the individual's soul, which cannot be easily shared with others or transferred to them, and from here it can be said that there are distinct individuals who possess tacit knowledge in their minds and the organization can It increases their effectiveness and achieves outstanding performance and enhances its competitive advantage if it is able to include any of these individuals in its crew when the tacit knowledge of these individuals is related to the nature of the business, in other words, it can be described as a state of tacit knowledge as a state of improvisation that expresses in the general concept of spontaneous formation For attitudes and actions, but in the concept of the business world, functional improvisation (unwritten knowledge) means, more precisely, artificial intelligence. Whereas [36] indicated that tacit knowledge is involved in issuing behaviours and forming mental states. He claimed [14] that tacit knowledge represents part of the organization's practices that are characterized by personal and informal and take the forms of know-how and intuition and are formed in the so-called culture of the organization, and that what may be implicit for one individual may be explicit for other individuals this reality encouraged researchers to The importance of transferring tacit knowledge to explicit in order to achieve competitiveness.

3.3.2 Dimensions of tacit knowledge

According to [3], tacit knowledge can be measured through two dimensions:

a. Using tacit knowledge

When tacit knowledge moves from its private character to a public one (that is, the authorized speaking situation), it will, at the very least, lose its intrinsic ability and its dynamic capacity for growth within the internal and external environment of the organization. Its use and how it is determined and as mentioned by [5], with three conditions, including: 1) Trust: The tacit knowledge confidence scale is based on individual perceptions that contribute to the individual's desire to participate and represent a positive aspect in work relationships. 2) The main key to transferring tacit knowledge, formally or informally, is the individual's desire and ability to acquire knowledge and use what he has learned. formal and personal [15]. 3) Knowledge flows from inside and outside the organization, which means the movement of tacit knowledge between entities of different levels, including the organizational level or between

individuals. The outflow is based on skills gained from other organizations through hiring the right people with experience, working with the right consultants, or building a network of relationships with the outside world [8].

b. Characteristics of tacit knowledge

The term tacit knowledge refers to the difficulty in measuring knowledge with regard to social interactions and practices [27]. This type of knowledge constitutes a source because of the difficulty of representing it as a proposal. The characteristics of tacit knowledge are formed in four stages [42, 22] as follows: 1) Personal stage: tacit knowledge at this stage is part of the individual's personal understanding, which is linked to tacit concepts by others through participation and is often expressed as collective or organizational knowledge. 2) The environmental stage: This stage shows the individual construction, which is formed in the form of individual encounters that include elements of tangibility that contribute to the individual's interpretation of the results of the environmental environment, and appear as cultural values that represent participation, openness, and trust that express positive behaviours for the management of tacit knowledge. 3) The stage of available cognitive skills: this stage represents the individual's ability to describe and perceive the

meaning of action and actual behaviour when it is required an organized formulation of human perceptions with the availability of the faculty of excellence, which refers to knowledge resulting from putting forward opinions and suggestions towards events and may include that stage (the movement of the physical body) , meaning the right move at the right time to complete the tasks successfully. 4) The stage of available cognitive experiences: Insight is one of the requirements of the stage, which gives the ability to predict potential problems and achieve possible results if the measures set are appropriate. The development of tacit knowledge by adopting personal experiences is an important part of the success of this stage.

2. Practical side
4.1 Description and coding of research variables and dimensions

In order to analyse and interpret the statistical results, and in order to facilitate the statistical analysis process, the variables, and dimensions included in the research were compensated with a set of symbols, and Table (2) provides an explanation of the coding of each variable and each dimension and determining the number of paragraphs.

Table 2. Description and coding of the scale

Variables	Dimensions	Number of paragraphs	Cod
Employee gratitude (EMGR)	Feelings of gratitude	6	FOG
	Attitude toward gratitude	4	ATG
	Gratitude behaviour	4	GRB
Tacit knowledge (TAKM)	Using tacit knowledge	7	UTK
	Characteristics of tacit knowledge	7	CTK
Strategic intelligence (STIN)	Insight	5	INS
	Vision	5	VIS
	Motivation	5	MOT

4.2 Normal Distribution Analysis

The normal distribution is one of the most famous tests that can measure the nature of the data and indicate the extent to which the results can be generalized to the researched sample. Therefore, in order to measure this test, two famous tests were

used, namely , (Kolmogorov - Smirnov) and (Shapiro - Wilk), which are responsible for measuring the nature of the data through the statement of the moral value They have and should be higher than (0.05), and Table (3) shows the normal distribution of the researched data.

Table 3. The normal distribution of the data

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
FOG	0.169	67	$P \geq 0.05$	0.911	67	$P \geq 0.05$
ATG	0.219	67	$P \geq 0.05$	0.900	67	$P \geq 0.05$
GRB	0.252	67	$P \geq 0.05$	0.893	67	$P \geq 0.05$
EMGR	0.211	67	$P \geq 0.05$	0.918	67	$P \geq 0.05$
UTK	0.176	67	$P \geq 0.05$	0.914	67	$P \geq 0.05$
CTK	0.117	67	$P \geq 0.05$	0.908	67	$P \geq 0.05$
TAKM	0.120	67	$P \geq 0.05$	0.926	67	$P \geq 0.05$

INS	0.227	67	P ≥ 0.05	0.900	67	P ≥ 0.05
VIS	0.198	67	P ≥ 0.05	0.908	67	P ≥ 0.05
MOT	0.235	67	P ≥ 0.05	0.878	67	P ≥ 0.05
STIN	0.094	67	P ≥ 0.05	0.966	67	P ≥ 0.05

It is noted from the results of Table (3) that the data have a normal distribution higher than (0.05), and accordingly it can be said that the data follow the normal distribution and the results of the research can be generalized to the community of the research sample.

4.3 Scale stability
The stability of the scale can be measured through Cronbach's alpha coefficient test, which assumes that the significant value of it is higher than (75%), and Table (4) shows the results of the scale's stability.

Table 4. Scale stability

Variables	Cronbach Alpha for variable	Dimensions	Number of paragraphs	Cronbach Alpha for Dimensions	Cronbach Alpha for Scale
Employee gratitude	**0.954**	Feelings of gratitude	6	0.950	
		Attitude toward gratitude	4	0.954	
		Gratitude behaviour	4	0.957	
Tacit knowledge	**0.949**	Using tacit knowledge	7	0.949	**0.958**
		Characteristics of tacit knowledge	7	0.952	
Strategic intelligence	**0.951**	Insight	5	0.955	
		Vision	5	0.962	
		Motivation	5	0.961	

The results of Table (4) show that the stability of the search scale amounted to (0.958), and this is what the independent variable (the gratitude of the workers) contributed to (0.954), and the dependent variable (strategic intelligence) with a rate of (0.951), while the interactive variable (implicit knowledge) came in the last rank with a stability rate of (0.949), and therefore it can be said that the scale fits the requirements of the researched sample.

4.4 Statistical Description
In this paragraph, the applied research results will be presented, analysed and interpreted by reviewing the respondents' opinions that were revealed by their responses to all items of the scale. In order to achieve this, the researchers used descriptive statistical analyses (such as means and standard deviations), as well as the direction of the answer and its importance, using the program (SPSS vr.26). Table (5) shows the mentioned values and according to the research variables:

Table 5. Means, standard deviations, direction and importance of the dimensions and variables

Dimensions and variables	Mean	Standard deviation	Answer direction	Importance
Feelings of gratitude	3.68	0.771	Agreement	3
Attitude toward gratitude	3.72	0.784	Agreement	2
Gratitude behaviour	3.88	0.571	Agreement	1
Employee gratitude	**3.76**	**0.651**	**Agreement**	**2**
Using tacit knowledge	3.85	0.796	Agreement	1
Characteristics of tacit knowledge	3.78	0.976	Agreement	2
Tacit knowledge	**3.81**	**0.863**	**Agreement**	**1**
Insight	3.79	0.713	Agreement	1
Vision	3.74	0.694	Agreement	2
Motivation	3.61	0.82	Agreement	3
Strategic intelligence	**3.7**	**0.605**	**Agreement**	**3**

4.4.1 Employee gratitude variable

The results of Table (5) indicate that the general mean for employee gratitude variable was (3.76), with a standard deviation of (0.651). Perhaps the dimension that contributed to this is due to the gratitude behaviour dimension with a mean of (3.88) and a standard deviation of (0.571), and the last rank included the dimension of gratitude with a mean of (3.68) and a standard deviation of (0.771), which indicates the need for the company to work on Improving feelings of gratitude among its employees.

4.4.2 Tacit knowledge variable

It is noted from the results of Table (5) that the general mean reached (3.81) and a standard deviation of (0.863), and perhaps the dimension that contributed to this is due to the dimension of using tacit knowledge with a mean of (3.85) and a standard deviation of (0.796), while it included the last rank in The dimension of the implicit knowledge characteristics has a mean of (3.78) and a standard deviation of (0.976). Which indicates the need for the company to pay attention to the characteristics of tacit knowledge in order to develop its cognitive capabilities.

4.4.3 Strategic intelligence variable

It is noted from the results of Table (5) that the general mean for strategic intelligence variable was (3.70), with a standard deviation of (0.605). Perhaps the dimension that contributed to this is due to the

insight dimension with a mean of (3.79) and a standard deviation of (0.713), and the last rank included the dimension of motivation with a mean equal to (3.61) and a standard deviation of (0.967), which indicates the need for the company to motivate Its employees to use its services provided by creating a broad vision for them towards the service and its ability to achieve their desires.

4.5 Testing the research hypotheses

For the purpose of testing the hypotheses, the researchers relied on two statistical methods, the correlation matrix (Pearson's simple correlation coefficients) for the purpose of knowing the strength of the correlation relations that exist between the study variables. And the structural equation modelling (SEM) approach, is considered one of the important statistical tools that extract the appropriateness of the data for the proposed model for the study in the light of a number of statistical indicators.

4.5.1 Correlation hypothesis

This paragraph is concerned with clarifying the matrix of correlation between the variables included in the analysis, which are reflected in the independent variable (employee gratitude), the dependent variable (strategic intelligence), the interactive variable (tacit knowledge), using the statistical program (SPSS V. 26). And table (6) showing the matrix of correlation.

Table 6. Correlation Matrix

	FOG	ATG	GRB	EMGR	UTK	CTK	TAKM	INS	VIS	MOT	STIN
FOG	1										
ATG	.826**	1									
GRB	.678**	.762**	1								
EMGR	.925**	.951**	.866**	1							
UTK	.926**	.827**	.789**	.928**	1						
CTK	.870**	.821**	.663**	.867**	.896**	1					
TAKM	.919**	.846**	.739**	.919**	.968**	.979**	1				
INS	.740**	.551**	.475**	.652**	.691**	.695**	.712**	1			
VIS	.480**	.358**	.315**	.425**	.429**	.428**	.440**	.694**	1		
MOT	.613**	.419**	.493**	.555**	.600**	.507**	.563**	.452**	.383**	1	
STIN	.749**	.541**	.528**	.667**	.705**	.664**	.700**	.860**	.826**	.772**	1

From the results shown in Table (6), the first hypothesis is accepted, which states (there is a statistically significant correlation between employee gratitude and strategic intelligence), as the value of the correlation coefficient was (0.667), and the results showed a statistically significant correlation between the dimension of feelings Gratitude and strategic intelligence with its dimensions (insight, vision, and motivation), amounted to (0.740, 0.480, 0.613), respectively. And there is a statistically significant correlation between the attitude towards gratitude and strategic intelligence with its dimensions (insight,

vision, and motivation), and its amount (0.551, 0.358, 0.419), respectively. And there was a statistically significant correlation between gratitude behaviour and strategic intelligence with its dimensions (insight, vision, and motivation), and it amounted to (0.475, 0.315, 0.493), respectively.

And based on the results that from the Table (6), the second hypothesis is accepted, which found states (there is a statistically significant correlation between employee gratitude and tacit knowledge), as the value of the correlation coefficient is (0.919). The results also showed a statistically significant correlation

between the dimension of feelings of gratitude and tacit knowledge of its dimensions (the use of tacit knowledge, and the characteristics of tacit knowledge), and its amount (0.926, 0.870), respectively. And there is a statistically significant correlation between the dimension of attitude towards gratitude and strategic intelligence with its dimensions (the use of tacit knowledge, and the characteristics of tacit knowledge), and its value (0.827, 0.821), respectively. And there is a statistically significant correlation between the dimension of gratitude behaviour and strategic intelligence with its dimensions (the use of tacit knowledge, and the characteristics of tacit knowledge), and its amount (0.789, 0.663), respectively.

The results shown in Table (6) also supported the third hypothesis that states (there is a statistically significant correlation between tacit knowledge and strategic intelligence), as the value of the correlation coefficient was (0.700). The results also showed a statistically significant correlation between the dimension of using tacit knowledge and strategic intelligence with its dimensions (insight, vision, and motivation), and its value (0.691, 0.429, 0.600), respectively. There is a statistically significant correlation between the dimension of the characteristics of tacit knowledge and strategic intelligence with its dimensions (insight, vision, and motivation), and it amounts to (0.695, 0.428, 0.507), respectively.

4.5.2 Effect hypotheses

For the purpose of testing the impact hypothesis, the study will depend on the structural model using the structural modelling equation (SEM) approach, using the (AMOS V.26) program. As follows:
Table (7) shows the validity of the fourth hypothesis, which states (there is a statistically significant effect of the employee's gratitude on strategic intelligence), as an increase in employee's gratitude by one unit leads to an increase in strategic intelligence by (0.620) with a standard error equal to (0.086). And a critical value (7.226).

The results also showed a statistically significant effect of the dimension of feelings of gratitude in strategic intelligence with its combined dimensions. Increasing the dimension of feelings of gratitude by one unit leads to an increase in strategic intelligence by (0.588), with a standard error of (0.064) and a critical value of (9.112). And the presence of a statistically significant effect of the dimension of the attitude towards gratitude in strategic intelligence with its combined dimensions. Increasing the dimension of the attitude towards gratitude by one unit leads to an increase in strategic intelligence by (0.418), with a standard error of (0.08) and a critical value of (5.190). And there is a statistically significant effect of the gratitude behaviour dimension on strategic intelligence with its combined dimensions. Increasing the dimension of gratitude behaviour by one unit leads to an increase in strategic intelligence by (0.560), with a standard error of (0.112) and a critical value of (5.017).

The results of Table (7) also show that the employees' gratitude with its combined dimensions contributed to the interpretation of (0.449) of strategic intelligence, which means that increasing the employees' gratitude by one unit leads to an increase in strategic intelligence by (44.9%), and the remaining value is due to other factors. located outside the search form.

Table 7. Standard weights for the effect of employees' gratitude on strategic intelligence

Path			Standard Weight	Standard Error	Critical Value	R^2	P
FOG	--->	STIN	.588	.064	9.112		***
ATG	--->	STIN	.418	.080	5.190	.449	***
GRB	--->	STIN	.560	.112	5.017		***
EMGR	--->	STIN	.620	.086	7.226		***

Table (8) shows the validity of the fifth hypothesis, which states (there is a statistically significant effect of tacit knowledge in strategic intelligence), as an increase in implicit knowledge by one unit leads to an increase in strategic intelligence by (0.491) with a standard error equal to (0.062) and a critical value (7.909). The results also showed a statistically significant effect of the dimension of using tacit knowledge in strategic intelligence with its combined dimensions, as an increase in the dimension of using tacit knowledge by one unit leads to an increase in the insight dimension by (0.536) with a standard error of (0.067) and a critical value of (8.005). And there is a statistically significant effect of the dimension of implicit knowledge characteristics in strategic intelligence with its combined dimensions, as an increase in the dimension of implicit knowledge characteristics by one unit leads to an increase in the dimension of vision by (0.411) with a standard error of (0.058) and a critical value of (7.152).

The results of Table (8) also show that tacit knowledge with its combined dimensions contributed to the interpretation of (0. 845) of strategic intelligence, which means that increasing tacit knowledge by one

unit leads to an increase in strategic intelligence by (84.5%), while the remaining value is outside the

limits of search

Table 8. Standard weights for the effect of tacit knowledge on strategic intelligence

Path			Standard Weight	Standard Error	Critical Value	R^2	P
UTK	--->	STIN	0.536	0.067	8.005		***
CTK	--->	STIN	0.411	0.058	7.152	.845	***
TAKM	--->	STIN	0.491	0.062	7.909		***

This paragraph is concerned with measuring the impact of the interactive role between employees' gratitude and tacit knowledge in strategic intelligence, and accordingly, the interaction of employees' gratitude with tacit knowledge leads to the creation of a variable symbolized by (EGTK), and this variable in turn affects strategic intelligence, and therefore this paragraph measures the validity of the sixth hypothesis Which states (there is a statistically significant effect of the interactive role between employees' gratitude and tacit knowledge in strategic

intelligence) and Table (9) shows that increasing the interactive variable by one unit leads to an increase in strategic intelligence by (0.771) with a standard error equal to (0.072) and a critical value (7.909).

This variable also contributed to the interpretation of (0.652) of strategic intelligence, which means that increasing this variable contributes to increasing strategic intelligence by (65.1%), and the remaining value is due to other factors that fall outside the research model.

Table 9. Standard weights for the effect of the interactive role between employees' gratitude and tacit knowledge in strategic intelligence

Path			Standard Weight	Standard Error	Critical Value	R^2	P
EGTK	--->	STIN	0.771	0.067	8.005	.652	***

5.CONCLUSIONS AND RECOMMENDATIONS
5.1 Conclusions
• The existence of a positive correlation between employees' gratitude, tacit knowledge, and strategic intelligence, which indicates the necessity of the company's interest in developing its capabilities in the participation of the concerned customers in the services it provides.
• The company's interest in urging employees to support each other to find the achievement of the required tasks with high accuracy and reliability.
• The company is enthusiastic about the gratitude of its employees by reducing the behavioral negative requirements that affect their persons.
• The company is interested in periodically reviewing the operations it provides to employees and working to closely control their work in order to ensure accuracy and creativity in work.
• The company is smart to develop the skills and knowledge of its employees by promoting learning and career development.
• The company is enthusiastic to use the characteristics of tacit knowledge with high accuracy in order to ensure excellent performance in its operations and the services it provides.
• The company is interested in diagnosing and identifying opportunities on a regular basis in order to

ensure justice and equality in the distribution of work missions and compensations for employees.
• The company is dedicated to building alternative paths for the future in order to develop its work capabilities.

5.2 Recommendations
• The necessity for the company to subject its employees to training workshops in systematic time to develop their skills in providing excellent services.
• The company to be must be keen to create a kind of credibility and reliability among employees in order to develop and assist each other in performing the required tasks.
• Urging employees to think of everything that should achieve superiority for the company and to be in front of its competitors.
• The need for the company to pay attention to knowledge skills through intensive consulting work in order to improve the skills of its employees.
• The company must periodically develop the expertise of its employees in order to enhance and develop its tacit knowledge and use it as the basis for its work.
• The necessity of the company's increasing excellence and insight in using the tacit knowledge of its employees.

- The company must be looking for strategic decisions at the right choice and time by diagnosing uncertainties environment and dealing with them rationally.
- The need for the company to develop a comprehensive vision in order to determine the company's future orientation.

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