



# THE IMPACT OF FUNCTIONAL INTELLIGENCE IN ENHANCING OUTSTANDING PERFORMANCE-AN ANALYTICAL STUDY IN THE GENERAL DIRECTORATE OF EDUCATION IN SALAH AL-DIN

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<b>Article history:</b>	<b>Abstract:</b>
<b>Received:</b> 11 <sup>th</sup> August 2025	Through this research, we seek to demonstrate the impact of functional intelligence on outstanding performance in the General Directorate of Education of Salah al-Din. To answer the goal of the research, the hypothetical research scheme was presented, which reflects the nature of the relationships of correlation and influence between the dimensions of functional intelligence represented by (collecting and analyzing data, functional knowledge, making job decisions, supporting the job position) and between the dimensions of outstanding performance represented by (leadership excellence, service excellence, and cognitive excellence). From that chart emerged a set of main and subsidiary hypotheses that were tested using a set of statistical methods to process the data obtained through The answers of the individuals surveyed in the General Directorate of Salah al-Din Education were the research sample, and the questionnaire form was adopted as the main tool in the research.
<b>Accepted:</b> 10 <sup>th</sup> September 2025	The General Directorate of Salah al-Din Education for Communications was chosen as a field for the study, and the workers in that directorate were chosen as a sample population. The sample size was determined by using the random sampling method, focusing on workers in the directorate. (110) questionnaires were distributed and (95) forms were recovered, i.e. a percentage (86%) Suitable for analysis and conducting the required tests using the statistical package program (SPSS). The study reached a set of conclusions, the most important of which is the impact of functional intelligence in its dimensions (collecting and analyzing data, job knowledge, making job decisions, and supporting the job situation) on outstanding performance in the General Directorate of Education for Salah al-Din Communications. The research recommends the need for workers within the directorate to deal with emergency situations smoothly, and for employees to quickly adapt to the conditions that the directorate is going through, in a way that makes them quickly change with external circumstances.

**Keywords:** Functional Intelligence, Outstanding Performance

## THE INTRODUCTION

An organization that continually enhances its capacity and energy to shape the future it seeks to achieve is one with a philosophy that anticipates change, prepares for it, and responds to its demands with the requisite knowledge. Furthermore, it seeks to acquire the vast cognitive capabilities that enable it to navigate the future. This is achieved by continually working on the organization's outstanding performance intelligently and investing it in increasing employee knowledge to achieve the desired results. This is achieved by granting employees a degree of flexibility and freedom of thought, which generates the motivation and ambition to work together to innovate new models and methods. Furthermore, individuals in the organization are constantly learning how to learn and how to benefit from past mistakes and experiences, both internally and externally. Employees' intelligent knowledge can be enhanced by leveraging virtual



technologies, as functional intelligence can achieve numerous benefits for the organization. Given the importance of the variables under study, we divide the research into four sections. The first section addresses the research methodology, the second presents the theoretical framework of the variables, the third outlines the field-based aspect of the research, and finally, the fourth section addresses the conclusions and recommendations.

### **Chapter One: The Methodological Framework of the Research**

#### **First: The research problem**

The most prominent problems and challenges facing the General Directorate of Salah al-Din Education is that there is no clear method that can be followed to ensure the organization's continuous learning, and thus the level of performance decreases. Many organizations call themselves learning organizations, but considering the method and approach they followed, which made them call themselves this name, we do not find any clear method or approach followed by organizations in this context. Hence, the idea of measuring employee smart knowledge based on the basic criteria of the learning organization, which were extracted from the most important foreign books and universities specializing in this field. This gives us a specific approach to measuring the level of functional intelligence within the organization and identifying its areas of weakness and strength in this area. Therefore, functional intelligence can be significantly invested in employing talents and knowledge towards achieving the directorate's goals, and helping the directorate enhance outstanding performance.

In order to find adequate solutions to the research problem, the main research question must be answered (What is the effect of functional intelligence on outstanding performance in the General Directorate of Education in Salah al-Din), and the problem was formulated with the following questions:

1. Is there a significant correlation between functional intelligence and outstanding performance in the Salah al-Din General Directorate of Education under study?
2. Is there a significant effect? For functional intelligence in outstanding performance in the General Directorate of Education of Salah al-Din under study?

#### **Second: The importance of research**

The importance of the research is evident in the importance of the variables it deals with, as this importance is summarized in the following data:

1. Theoretical data: The current research derives its theoretical propositions based on the element of modernity related to the link between the dimensions of functional intelligence and outstanding performance, as it is one of the topics that researchers have addressed individually or with other variables.
2. Field data: The importance of the research is evident in the field aspect by analyzing the contents of reality and investigating its contents, through its focus on a vital sector, which is the educational sector. This research came to clarify the impact of functional intelligence (as a necessary and important ability at the same time) on the distinguished performance facing the researched field, and to crystallize measurement indicators that can be used in future research, in addition to presenting the recommendations that the research will reach and what the researched field will benefit from, without neglecting the possibility of other similar fields benefiting from it.

#### **Third: Research objectives**

The current research aims to demonstrate the impact of functional intelligence on outstanding performance in the General Directorate of Education in Salah al-Din, and the following objectives emerge from it:

1. Providing a comprehensive and theoretical framework on the dimensions of functional intelligence and outstanding performance.
2. To identify the level of awareness of the management of the studied directorate regarding the dimensions of functional intelligence and outstanding performance.
3. To identify the nature of the significant correlation between functional intelligence and outstanding performance in the Salah al-Din General Directorate of Education under study.
4. Identify the nature of a significant effect For functional intelligence in outstanding performance in the General Directorate of Education of Salah al-Din under study.
5. Presenting a set of conclusions and recommendations reached by the research for the field under study in particular and other similar fields in general.

#### **Fourth: The default search plan**

In order to represent the research problem in an organized manner that helps in understanding it and identifying the relationships of correlation and influence between the variables that the research addressed, we summarize this through the following figure (1):

• Outstanding performance (dependent variable)

Functional intelligence (independent variable)



Figure ( 1 ) Default search scheme

Source: Prepared by researchers

#### **Fifth: Research hypotheses**

In light of the details of the above plan, the research hypotheses were determined, which were based on its formulation in accordance with its research questions referred to in the research problem as follows:

The first main hypothesis: There is a significant correlation between the dimensions of functional intelligence and outstanding performance in the directorate under study at the overall and sub-level.

The second main hypothesis: There is a significant influence of functional intelligence dimensions on outstanding performance in the directorate under study at the overall and sub-level.

#### **Sixth: Research methodology**

The theoretical and intellectual review of what was written on the topics it addressed was carried out based on the available foreign references and sources, and the most important of what was written on these topics was presented. The research adopted a descriptive and analytical approach in presenting ideas and theoretical and scientific material, and an attempt to classify and categorize this knowledge and information into categories according to different temporal, conceptual , and applied frameworks. The research was directed towards the practical testing of knowledge related to its topics and variables for the purpose of identifying the reality of those variables in the field under study.

#### **Seventh: The research community and its sample**

random sampling method was adopted. In the General Directorate of Education of Salah al-Din, as a site for conducting the research, due to its role in providing educational services within the geographical area of the governorate, (110) questionnaire forms were distributed among the researched sector, and after distributing the questionnaire, the number of respondents reached (95) at a rate of (86%). This was due to neglect of some of the forms or the inability to retrieve them or their unsuitability for analysis.

#### **Eighth: Search tool**

To achieve the research objectives and test its hypotheses, data were collected through the following:

1. Personal interviews : This included conducting a number of personal interviews with some managers from the research samples at different locations and levels related to the research variables.
2. Research questionnaire: It is the main tool. In collecting data and information for the research, the questionnaire in its final form, after making modifications to its initial form, included two axes:

First: It includes a paragraph of personal and functional information for the study sample, which pertains to ( gender , age , certificate, service in the position, functional service ).

Second: The questionnaire included two basic variables: (functional intelligence, outstanding performance), as each of these variables includes a group of sub-variables shown in Table (1), which represents the structure of the questionnaire form, in addition to clarifying the sources that were relied upon in its design.

**Table (1) Structure of the questionnaire form**

Paragraph numbers	Number of paragraphs	Sub-dimensions	Main variables	T
1-5	5	sex , the age , certificate, service in office, career service	Personal information	1



X1-X5	5	Data collection and analysis	Functional intelligence	2
X6-X10	5	functional knowledge		
X11-X15	5	Making career decisions		
X16-X20	5	Career support		
Y1-Y5	5	Leadership excellence	Outstanding performance	3
Y6-Y10	5	Service excellence		
Y11-Y15	5	Cognitive superiority		

Source: Prepared by the researcher.

### **Ninth: Testing the research tool**

1. Questionnaire validity : Validity refers to the questionnaire's ability to measure what it was designed for. To test the validity of the scale, the researcher relied on several methods, some of which are:  
Apparent validity : The researcher presented the questionnaire form to arbitrators who are specialists in business administration sciences, whose number reached (10) individuals .
2. Content validity : To test the content of the questionnaire, the researcher tested the internal consistency between the study variables by finding correlations between them using Spearman's rank correlation coefficient (a measure of the correlation between two variables), as the values of the correlation coefficients reflect the strength or weakness of these paragraphs' expression of the studied phenomenon. From observing the correlation matrix of the studied variables, it becomes clear that the percentage (0.891) is a high percentage of internal consistency between the mentioned variables, and it also indicates at the same time the validity of the construction of its contents and the validity of its stability.
3. Questionnaire reliability : This is where it is proven that the questionnaire scale gives the same results if it is reapplied to the same study community again, then the reliability coefficient ( Cronbach's Alpha ) is used. The value of Alpha was 98%, which is an appropriate value that confirms the reliability of the questionnaire and its suitability for use in measurement.

### **Tenth: Research limits**

The boundaries of this research are as follows:

1. Human borders: workers in the departments of the General Directorate of Education in Salah al-Din.
2. Spatial boundaries: General Directorate of Education in Salah al-Din Governorate.
3. Time limits: extended from (202 3 - 8 - 1 5 ) to (202 3 - 1 0 - 1)
4. Objective boundaries: Functional intelligence as an independent variable and outstanding performance as a dependent variable.

## **Section Two: Theoretical Framework of the Research**

### **First: Functional intelligence**

1. The concept of functional intelligence: Intelligence was defined by a number of researchers in the field of management, behavior, and psychology, including the following: Luthans (2011: 230 ) stated that it is the ability to: on Insight or Perception Relationships. Furnham & et al. (2019: 442 ) stated that it is the ability on learning and adaptation and flexibility And act Towards Positions and problems, Thinking about relationships thinking Structurally Directed about goal What. Hayes (2011: 179 ) defined it as the ability General or factor general Looks like in behavior The capable on Levels abstract or Mechanical and social, It is determined mostly With intelligence tests. Sternberg (2014: 2 ) defined it as a process aimed at identifying market trends, customers, and competitors, and supporting various business decisions to achieve the desired market share.

Functional intelligence has gained great importance in contemporary business organizations through the developments and changes in the business environment and has begun to take great interest in the efforts of researchers and academics today, as it is a system of environmental scanning that contributes to the integration of the knowledge of each individual in the organization and is one of the features of modern organizations, and as a basis for thinking for decision makers and its importance extends to cover a wide spectrum of business activities and fields. Therefore, viewpoints differed on the concept of functional intelligence by presenting different viewpoints. ( Rugman & Collinson ,(2006:231) It is the process of gathering and analyzing external information about competitors and the competitive environment using organized methods as part of the decision-making process. Murphy (2005:4 ) defined it as all the activities undertaken by an organization to monitor its main competitors in the market, compare their strengths with those of the organization, and attempt to predict and anticipate their future actions. Rothberg & Erickson (2004:1-4 ) defined it as referring to prior knowledge of competitors' plans and formulating a business strategy to confront them using various methods and techniques of collecting, analyzing, and distributing tactical information, and adopting it in completing calculations related to



business decisions. Chen & others ( 2003: 2 ) defined it as the ethical process of gathering, analyzing, and disseminating specific, accurate, relevant, timely, insightful, and sufficient intelligence regarding the activities of the business environment, competitors, and the organization itself.

It is clear from the above concepts that functional intelligence is a process that includes gathering information about competitors (current and potential competitors) and analyzing it to identify their strengths, weaknesses, and future intentions. This intelligence also develops the vision of the organization's management to anticipate events, making its activity proactive rather than remedial. It focuses primarily on issues related to competitors, which makes it consistent with strategic intelligence.

2. **The Importance of Functional Intelligence:** The importance of functional intelligence lies in its ability to reflect modern business trends that emerge due to the increasing developments in a highly changing environment, as well as the importance of rapid technology with the rapid development of business (Alampalli, 2002:5) . As (Vriens, 2004:12) indicated, functional intelligence can contribute to improving business competitiveness through a better understanding of business competitors and the competitive environment. (Davis, 2004:1) stated that functional intelligence, as a strategic tool, is one of the rapidly growing fields in the business world and a fundamental method for achieving functional advantage by analyzing competitors' weaknesses, goals, capabilities, and movements. This enables the organization to predict market developments before they occur and to maintain its competitiveness by improving its strategic decisions and achieving better performance compared to competitors. Viviers et al. (2005:577) pointed out that there is a group of literatures interested in the subject in a number of countries, including (Japan, France, Sweden, and the United States of America), which are pioneers in the field of adopting functional intelligence and using it in their organizations, as functional intelligence in those countries has become a high-level position and one of the pillars of the work system and a basic model for achieving functional advantage . ( Kurt & Bessa, 2006:86 ) stated that the literature has shown great interest in the subject of functional intelligence, due to the increasing strategic role that achieves sustainable functional advantage for businesses. Another group of researchers has demonstrated the strategic role of functional intelligence by demonstrating its role in developing knowledge and information sharing mechanisms to reformulate functional strategies. ( Joseph & Rodenberg, 2007:29-46 ) indicated that the goal of functional intelligence is to enhance the functional position of organizations, which enables management to carry out its operations well and provides it with protection for the future. Thus, it controls five basic trends: markets, customers, competitors, technology, and laws. It is characterized by an effective orientation towards the future, thus helping to understand the extent of the strategic impact of decisions taken before and after they are taken. It also provides the organization with basic strategic advantages that help in the survival and expansion of the organization's knowledge portfolio and reduce risks related to business.
3. **Characteristics of functional intelligence:** Functional intelligence is the linking tool between information about the organization's environment and its ability to obtain a functional advantage. There are a group of characteristics that can lead to the success of the functional intelligence program, including : (Bose, 2008: 512)  
Accuracy: All sources and data should be carefully evaluated to avoid potential technical errors or misunderstandings
- A. **Objectivity:** The evaluation process should be conducted with high credibility and not be influenced by personal or subjective tendencies .
- B. **Usability:** The functional intelligence process should be easy to understand and immediately apply .
- C. **Relevance:** It is the suitability of the information to the decision-maker's requirements, such that the information helps clarify the decision-maker's circumstances .
- D. **Readiness:** Functional intelligence systems should be responsive to the current and unexpected intelligence requirements of decision makers at different levels of the organization .
- E. **Timing:** The intelligence process should provide information at the right time under the decision maker's circumstances.
4. **Dimensions of Functional Intelligence:** Functional intelligence is the means by which functional advantage is achieved. Here, it should be noted that it is the method that represents the axis and essence of the administrative process. Functional advantage represents the axis of intelligence and the essence of its rationality. The basic criterion that distinguishes effective decisions from others is the extent to which they are close to or far from the basic goal of management, which is to achieve functional advantage. Researchers have made many attempts to diagnose the dimensions of functional intelligence and have presented multiple classifications in their contents and characteristics . The dimensions of functional intelligence are represented in the following: ( Viviers et al, 2005: 578)

**Data collection and analysis :** In this process, information is collected from several different and varied sources, published or unpublished. Legally and ethically, any of the expected sources (Bose, 2008: 513) . While ( Liebowitz ) believes that the collection process must include primary and secondary sources of information ( people, Statistics,



documents, interviews, meetings, conferences, newspaper articles or industry reports) ( Liebowitz, 2006:60 ). Bernhardt (2003:51) emphasized that this process represents the most important and fundamental step because it involves extracting valuable results about the market situation and the competitors' activities and movements in that market. This step includes transforming the raw material into interpretations and conclusions that benefit users of functional intelligence by linking information to the objectives of the entire process. This process provides benefit to analysts, strategists, managers, and decision-makers to help them and enable them to feel the environment and the organization.

**Functional knowledge:** Functional knowledge is one of the basic topics in the field of management and at the level of most countries of the world, which led to the emergence of globalization and the opportunities and wide development it produced in the field of communications and networks, especially the Internet, as the modern communications system led to the wide spread and broad understanding of customer requirements, which made business organizations work to achieve success, sustainability and survival, which enables them to continuously strive to develop their products and use innovative methods and means to achieve continuous development and progress ( Abu Farah, 2:2004 ) . Wickham (2006:497) explained that market knowledge is all the information related to the market phenomenon to be used in making strategic and marketing decisions . Al-Malkawi (2007:29) also pointed out that knowledge is an essential task for achieving continuous progress and success, and that many organizations have established departments dedicated to research and development in order to obtain knowledge, whether from an internal or external source, through means of simulation and imitation of successful global organizations to create new knowledge and develop their existing activities, which has begun to outperform organizations that operate under the current conditions characterized by rapid change and uncertainty. Therefore, knowledge remains the basic and most important element in achieving functional advantage when it is in the form of new innovative products.

**Functional Decision-Making :** Decision-making is an important process because it is continuous and in line with administrative activity. It is not limited to one employee or one level. In fact, it is practiced at all levels of the organization, spreading throughout its entirety ( Harrison, 1999:56 ). Kaplan & Norton (2000:79) defined it as all the decisions made by responsible leaders in an organization to confront a specific problem or situation, achieve the desired objectives to the best of their ability, and overcome the problem or situation. Hamdan (2010:3) asserts that one of the most complex responsibilities facing the decision-maker is the decision-making process, as it is subject to several considerations, the most important of which are the speed with which the problem is identified in advance, predicting its developments, and the ability to confront these developments in order to make the necessary and appropriate decision . All of these require a strong response with flexibility and endurance. Therefore, the soundness of a decision depends primarily on the competence of the person making and taking it.

**Supporting the job situation:** It is stimulating the individual's behavior with the aim of satisfying certain needs, and it is developing the desire to exert a higher level of effort to achieve the goals of the institution, provided that these efforts lead to the satisfaction of some needs of the individual. Incentives are of two types, which are: material incentives, which are of a monetary or economic nature, and they are among the oldest types of incentives, and are characterized by the speed of influence and enforcement, and moral incentives, which are the incentives that help the person to satisfy his psychological and social needs ( Viviers et al, 2005: 579 ).

## **Second: Outstanding performance**

1. The concept of distinguished performance : Distinguished performance is a compound term consisting of two parts. The first is the word "Excellence" , which is derived in the Arabic language from the verb "faqa", which means superiority, distinction, success, ingenuity, victory, advancement, and elevation. It can be expressed as "an intellectual style and administrative philosophy based on a method related to how to achieve good results for the organization". The second is "Organizational" , which is a word derived from the word "organize" or "system" . Robbins defined it as "a social entity with clearly defined boundaries and consciously coordinated, working to achieve a specific goal or set of goals" ( Kumai & Bahgat, 2020: 26 ). The term Organizational Excellence is called by most researchers as High Performance, Organizational Excellence, and Distinguished Organizational Performance. It is considered one of the modern concepts in management. It is "a philosophical and intellectual approach to management that relies on a specific methodology to achieve tangible and perceptible results in the organization to achieve a balance in meeting the needs of all parties dealing with the organization, whether stakeholders or society as a whole, within a culture of creativity, learning, and continuous improvement" ( Waswas & Jwaifell, 2019 , 55 ). Researchers have become increasingly interested in the concept of outstanding performance as a comprehensive approach to methods, rules and procedures that lead to achieving development and creativity through the optimal use of the organization's available resources, which gives it the ability to adapt to all changes occurring in the surrounding environment, which requires attracting human resources that are distinguished and possess knowledge. In order for the organization to achieve excellence in its performance, the individuals working



in it must move away from the stereotypical and routine work in performance and behavior of other organizations and adopt vital and effective systems (Kamel and Mahdi, 2020, 46) .

Al-Zubaidi's study (2016, 279) sees that achieving the idea of distinguished performance is based on paths and axes, including :

- A. Excellence by focusing on processes and reducing ideas .
- B. Excellence through focus on results and competitive market quality .
- C. Excellence through outstanding performance and better strategies .
- D. Excellence by achieving levels of distinction compared to competitors .
- E. Excellence through balance in achieving short and long term results .
- F. Many researchers and writers have differed in their viewpoints on the concept of outstanding performance. Based on their previous proposals, the researcher can conclude that the operational concept of outstanding performance is "the organization's ability to utilize all its material and human capabilities and employ them in a way that achieves a high level of performance and implementation of production and service activities and processes, and studies the surrounding environment and works to exploit available opportunities, resulting in results and achievements that outperform competitors and achieve customer satisfaction with the organization."

2. The importance of outstanding performance: The importance of outstanding performance stems from the ability of organizations to crystallize and use the forces that support and enhance excellence through their ability to achieve rapid changes. It has a very important role in achieving the continuity, success and distinction of organizations, achieving unlimited benefits and high competition, maintaining the organizational reputation and position, and increasing its awareness and ability to achieve quality, use information technology, and interest in innovation and creativity ( Waswas & Jwaifell, 2019, 55 ). Distinguished performance contributes to enhancing the work, effectiveness and efficiency of organizations, making them innovative, pioneering and capable of achieving their mission through the effectiveness of their leadership, focusing on their human capital as it is a fundamental element in their excellence and development, improving their performance by identifying and investing in their strengths, diagnosing and addressing weaknesses, measuring the extent of excellence and improvement in their performance through self-evaluation, and facilitating comparisons with organizations operating in the same activity by creating rare, unique and ideal models that are difficult to imitate and copy by competitors, and achieving sustainable development (Al-Abadi and Hamdallah, 202, 2018). Outstanding performance plays a significant role in achieving continuity, success, and excellence for organizations. It brings them significant benefits, attracts many customers, and enhances their loyalty to the organization through a broad understanding and awareness of its internal operations (creative, operational, and social interaction) within the framework of achieving quality. It enables the organization to contribute strategically by excelling in its performance and the contribution of working individuals in finding solutions to the problems facing their companies, and then achieving its goals in an effective manner that distinguishes it from other organizations (Al-Ajmi, 2021, 27).

3. Models of Outstanding Performance: The primary goal of outstanding performance is to create a qualified workforce with the ability and potential to produce products that exceed customer expectations, generate intrinsic value that meets customer needs and desires, and raise awareness of achieving organizational goals by encouraging innovation and creativity, empowering employees, encouraging effective communication among them, and directing their activities toward the future (Abdullah and Omair, 2019, 307). Khalaf and Ibrahim, 2021, 476) and Al-Saudi, 2008, 8, believe that a superior organization aims to achieve many goals that distinguish it from other organizations. These goals include :

- A. Achieving the organization's main and sub-goals and working to increase its efficiency and effectiveness .
- B. Working to bridge the gap between internal and external strategies by setting realistic and feasible goals, developing alternative strategies, accelerating the change process, and continuing to be creative and innovative to achieve outstanding performance.
- C. Make the best decisions by learning and relying on facts and information, and working to analyze and organize the problems you face in order to control them .
- D. Creating an environment that supports organizational excellence and distinction, its importance in retaining existing customers and attracting new ones, and emphasizing the importance of continuous improvement in the organization .
- E. Develop, improve and monitor the performance of activities and operations and the effectiveness of measurement tools .
- F. Works to link plans and strategies with performance results and required excellence .
- G. Improving organizational trust and working to create an organizational culture that focuses primarily on customers and ensuring their satisfaction.



4. Dimensions of Distinguished Performance: All organizations, regardless of their differences, strive to achieve distinguished performance. It represents their ability to achieve excellence and outperform other competitors by exploiting available opportunities, avoiding the risks and threats they face, and finding appropriate preventive solutions with high efficiency by following well-studied planning processes prepared according to a precise scientific methodology and using modern technological tools and means to reach a high level of performance for the organization. The dimensions of distinguished performance include the following: ( Muhammad, 2021: 434 )

A. Leadership Excellence: Leaders seek to influence cultural and ethical values by articulating a clear vision of organizational values that employees can embrace, communicating the vision throughout the organization, and institutionalizing it through daily behavior, rituals, ceremonies, and symbols, as well as through organizational systems and policies. Employees learn values, beliefs, and goals by watching leaders ( Daft, 2020 , 69 ). Kish ( 2016, 11 ) views leadership as "the process of influencing others to understand what is required and agree on what should be done and how to do it, and encouraging and empowering individual and group efforts to achieve shared goals." Organizational leaders must seek out learning and creativity in employees and support knowledge management to achieve sustainable organizational excellence and innovation ( Kumari & Bhagat, 2020, 252 ). Leadership excellence refers to a leader's ability to influence the behavior of others, respect their freedoms and viewpoints, and enable them to participate in the development process to achieve their goals and the organization's goals. It also capitalizes on opportunities, provides development opportunities, and accepts challenging work, which helps the organization confront turbulent environments ( Abdul Rahman, 470, 2020 ).

B. Service Excellence: Excellence means providing that extra touch that exceeds customer expectations. Achieving service excellence requires spreading a culture of customer service. To instill this culture, it is taught to employees, a process similar to socialization. The earlier it is instilled in the minds of employees, the more secure it is ( Al-Mashhadani and Taklan, 988, 2018 ). A study by AlAI-Quraishi ( 2019, 73 ) indicates that excellence and creativity in service delivery reflect the performance of the activities an organization offers to customers. Furthermore, excellence and distinction in service delivery reflects its ability to provide excellent services to customers, ensuring the continuity of their dealings with the organization. Furthermore, customers resorting to other competitors is an indication that the organization is suffering from errors in the method and process by which it delivers its services and products. Therefore, the organization must develop a sound action plan to correct its errors and shortcomings . Hijazi ( 2016, 46 ) defined service excellence as providing an extra touch that exceeds customer expectations, making it the only alternative for current customers and the best choice for prospective customers. This achieves success and excellence for an organization. Al-Lozi et al. ( 2017, 17 ) defined service excellence as "the activities and strategies that lead to the provision of services that exceed customer expectations and needs to levels that distinguish them and outperform other organizations that provide the same service." Abdul Rahman ( 2020, 470 ) defined service excellence as "developing the service provided with the addition of unique and rare qualities and characteristics that enable the organization to offer it at exceptionally competitive prices, making it difficult for customers to easily obtain alternative products due to their unique characteristics."

C. Knowledge superiority: Knowledge superiority is the possession of knowledge with unique and rare characteristics that distinguish it from other resources possessed by other organizations. These characteristics are the tangible and intangible experiences, capabilities, and skills possessed by individual employees that are difficult to measure, copy, or imitate. These characteristics enable organizations to achieve a sustainable competitive advantage that ensures their survival. It can be defined as "a combination of the accumulated experience, capabilities, and cognitive skills of individual employees and the organization" ( Abdul Rahman, 2020, 470 ). Daft ( 2020, 70 ) defines knowledge as the accumulation of information acquired by individuals or organizations by adding new information to their existing experiences, ideas, and cultural background. Knowledge is of two types: explicit, which is easy to express and transfer; and implicit, which is difficult to express and difficult to copy and transfer to others . As for the study ( Al-Sabaawi, 2020, 118 ), it is considered that knowledge superiority is the organization's possession of an integrated system for obtaining, classifying, preserving and retrieving knowledge, enabling employees to access it and work on using it, not allowing it to go outside the organization's environment, sharing knowledge with employees within the organization and cooperating in projects to provide the best solutions in order to achieve long-term superiority in activities and operations, including patents that guarantee it superiority over other competing organizations working in the same activity.

### **Third: The theoretical relationship between functional intelligence and outstanding performance**

Functional intelligence is the primary driver of business growth and development, making it increasingly important in shaping the driving forces for change and innovation in the business world. It also plays a unique and distinctive role in the sustainability of organizations' businesses. Different resources, competencies, and capabilities are not sufficient to gain superiority over competitors; this is achieved through employee business intelligence. A study by Al-Adaileh ( 2017, p. 87 ) indicates that the rapidly changing business environment forces organizations to rethink their processes



and organizational structures to achieve organizational effectiveness and differentiate themselves from competitors. Al-Amami (2014, p. 157) also demonstrated that the most prominent principles of distinguished organizations are achieving harmony and consistency in planning and organizing by aligning the behaviors, ideas, and attitudes of individuals working at all levels of the organization.

The environmental data surrounding contemporary business organizations, particularly service organizations, are characterized by their complexity and constant and rapid change. This makes their success or failure dependent on their ability to respond quickly to these changes in order to provide their services in a manner that qualifies them to occupy a leading position in their business sector and outperform their competitors. The service sector is one of the most important sectors for any country, and human resources are the primary driver and backbone of this sector, which has prompted modern global organizations to study the means, programs, and policies that would enhance this important resource ( Milliman, 2013, 34 ). Functional intelligence has become a top principle adopted by countries around the world in general, and business organizations in particular, with the aim of preserving the capabilities of employees within the organization, enabling the organization to provide services that achieve excellence ( Larsen, 2017, 112 ).

### **The third section: the field aspect of the research**

## First: Description of the field and research sample

1. Description of the researched field: The General Directorate of Education in Salah al-Din was established in 1985 in the city of Tikrit. The directorate includes twelve departments and the number of administrative and teaching staff is approximately (35,000) between administrators and teachers. The directorate consists of a group of committees, which are illustrated in the figure below.

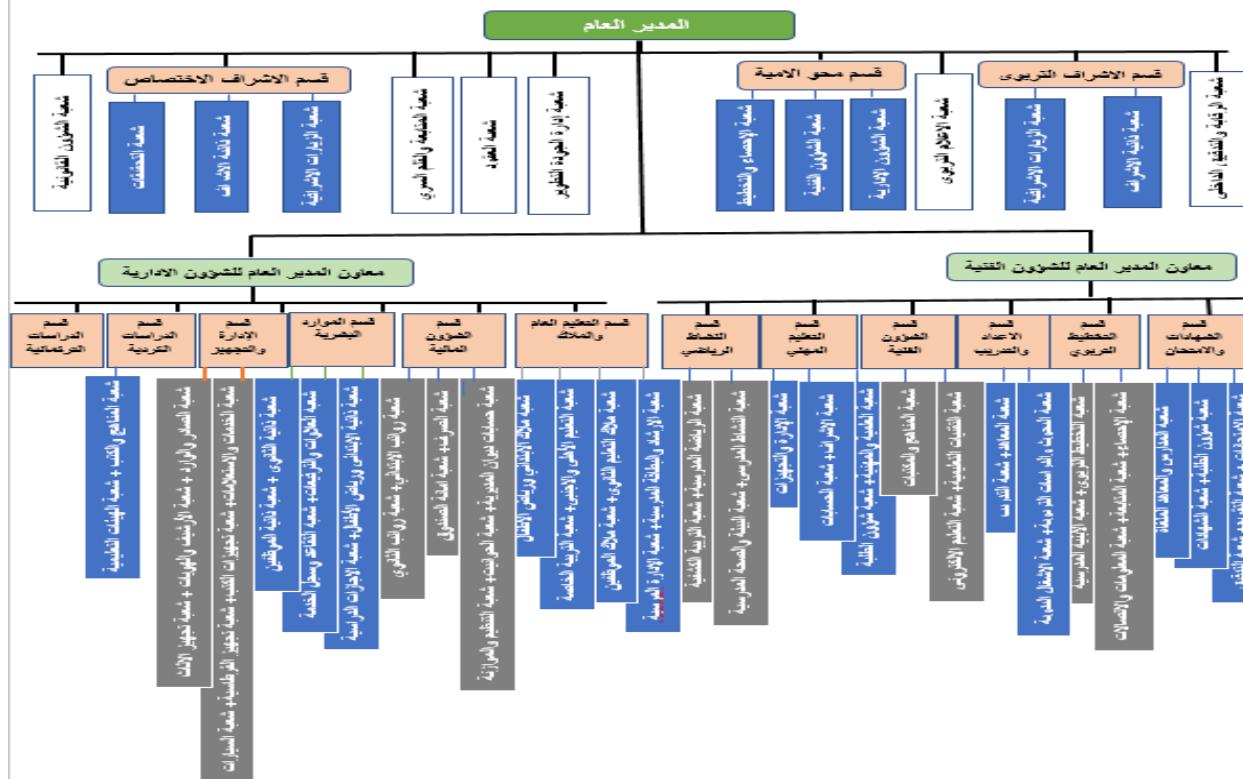


Figure (2) Structure of the General Directorate of Education in Salah al-Din

2. Description of the research sample individuals: The sample was chosen according to the requirements of the current research, as functional intelligence is a task that falls primarily on the shoulders of decision-makers in organizations. Hence, the study sample was chosen, consisting of workers in various departments of the directorate . Table (3) shows the most important characteristics of the researched individuals in terms of gender, educational attainment, specialization, length of service in the job position, and length of service in the job, according to the questionnaire form.

Table (3) Description of the sample's personal data



Sex							
females				Males			
%	number	%	number				
25.3	24	74.7	71				
the age							
and over 51		years 50-41		years 40-31		Less than 30 years old	
%	number	%	number	%	number	%	number
22.1	21	37.9	36	32.6	31	7.4	7
Certificate							
Postgraduate studies		Bachelor's		Higher Diploma		diploma	
%	number	%	number	%	number	%	number
15.8	15	65.2	62	15.8	15	3.2	3
Length of service in the job position							
years and older 10		years 10-5			years and 5 under		
%	number	%	number	%	number	%	number
48.4	46	35.8	34	15.8	15		
Length of service in the job							
years and older 11		years 10-6			Less than 5 years		
%	number	%	number	%	number	%	number
70.5	67	16.9	16	12.6	12		

Source: Prepared by the researcher

3) can be referred to as follows : Gender: The highest percentage are males, as their number was (71), i.e. (74.7 % ) , Age: The age group of managers from (40-50) years is the highest percentage, as their number was (36), i.e. (37.9%) , Certificate : Those who hold a bachelor's degree are the majority, as their number reached (62), i.e. (65.2%) , Length of service in the job position: The highest length of service in the position is within the category ( 10 (Over one year) as their number was (46) and a percentage of (48.4%) , the length of service in the job: The highest length of service in the job was for the category (11 years and over) and their number was (67) and a percentage of (70.5%) .

#### Second: Diagnosis of research variables

1. Diagnosis of the functional intelligence variable: The results of Table ( 4 ) indicate the percentages, arithmetic mean values and standard deviation of the elements of the independent variable (functional intelligence). It was measured by paragraphs ( X 1 -X 20 ), as the percentages indicate that ( 61.82 % ) of the researched individuals agree with the indicators of this variable and confirm that the employees in the directorate have the ability and quick response or benefit from the opportunities available in the market based on the current technology groups and available resources, and ( 16.97 % ) of them do not agree with the elements of this variable and ( 21.22 % ) are neutral with an arithmetic mean (3.62 ) and a standard deviation (0.91 ) , and one of the most prominent indicators that contributed to enriching this variable is the dimension ( supporting the job position ) which obtained a percentage of ( 88.7 % ) with the agreement of the research sample individuals and the management's readiness for changes in supporting the job position , restructuring business processes, and improving their administrative skills . It is supported by an arithmetic mean ( 4.17 ) and a standard deviation (0.6 72 ), as it stipulates support for the functional position. It is the basis for achieving functional intelligence. The least influential indicator on functional intelligence was the functional knowledge dimension. With a low agreement rate of (43.4%), it is noted that digital channels are not being used appropriately in the directorate to market services in order to reach beneficiaries.



Table ( 4 ) Frequency distributions, percentages, means, and standard deviations for functional intelligence variables

Trend	standard deviation	arithmetic mean	strongly agree	I agree	neutral	I disagree	strongly disagree	Dimensions and expression
			%	%	%	%	%	
I agree	0.885	3.79	20.8	47.2	22.6	9.4	-	Data collection and analysis ( x1-x5 )
I agree	1,099	3.15	11.3	32.1	18.9	35.8	1.9	functional knowledge
I agree	0.987	3.40	13.2	34.0	34.0	17.0	1.9	( x6 - x10 )
I agree	0.672	4.17	30.2	58.5	9.4	1.9	-	Making career decisions ( x11 - x15 )
I agree	0.910	3.62	18.87+42.95		21.22	16.02+0.95		Career support ( x16-x20 )
			61.82			16.97		

SPSS outputs.

2. Diagnosing the variable of outstanding performance: It is clear from the results of Table ( 5 ) that the frequency distributions, percentages, arithmetic mean and standard deviation of the dimensions of outstanding performance were measured by paragraphs ( Y 1 -Y 15 ), as the percentages indicate that (68.85 % ) of the individuals surveyed are in agreement with the indicators of this variable by improving the performance of the directorate by increasing effectiveness, productivity and innovation , and linking individuals to exchange ideas and benefit from them from various markets and sectors, and ( 7.5 2%) of them do not agree with the elements of this variable and ( 23.57 %) are neutral, and this is supported by an arithmetic mean (3.82) and a standard deviation (0.8 62 ), and the general trend of the indicator is agreement. One of the most prominent indicators that contributed to enriching this variable is the dimension of ( cognitive excellence ) , which was agreed upon by most of the sample members at a rate of ( 75.4 %) through the dissemination and integration of smart knowledge management practices, systems and standards into the methods of doing business within the directorate. This is supported by an arithmetic mean of ( 3.96 ) and a standard deviation of ( 0.73 ) , which indicates the directorate's interest in appointing experts who possess knowledge and the ability to manage it intelligently. The least influential indicator on the distinguished performance variable was the dimension of ( leadership excellence ), through a low agreement rate of (54.4%), as it is noted that decision- making is weak by the leaders in the directorate regarding allocated investments and requesting external professional assistance from consultants and specialized experts.

Table ( 5 ) Percentages, arithmetic means and standard deviations for outstanding performance

Trend	standard deviation	arithmetic mean	strongly agree	I agree	neutral	I disagree	strongly disagree	Dimensions and expression
			%	%	%	%	%	
I agree	0.927	3.60	17.0	37.7	35.8	7.5	1.9	Leadership Excellence ( Y1-Y5 )
I agree	0.886	3.85	22.6	49.1	18.9	9.4	-	Service Excellence ( Y6-Y10 )
I agree	0.733	3.96	22.6	52.8	22.6	1.9	-	Cognitive Excellence ( Y11-Y15 )
I agree	0.8 62	3.82	22.15	46.7	23.57	7.05+0.47		Overall index
			68.85			7.52		

SPSS outputs .

Third: Testing research hypotheses

1. Analysis of the correlation hypothesis: It states that: There is a significant correlation between functional intelligence and outstanding performance at the overall level, as we note from Table ( 6 ) that the correlation coefficient for the relationship between functional intelligence and outstanding performance reached ( 0.88\*\* ) at



a significant level of ( 0.01 ), and this is a strong, significant, and positive correlation, meaning that an increase and rise in functional intelligence by an amount of ( 0.88\*\* ) leads to a change in the same direction in outstanding performance. On this basis, the first hypothesis is accepted.

Table ( 6 ) The relationship between functional intelligence and outstanding performance

<b>Outstanding performance</b>	dependent variable	<b>Functional intelligence</b>
	independent variable	
.88 **		
.000	.88 **	
95	.000	

\*\*Significance at ( 0.01 ) level.

SPSS outputs .

The correlation relationships for the sub-variables are as follows:

- It is clear from Table (7) that there is a significant positive correlation between data collection and analysis and outstanding performance with a correlation coefficient (\*\*) of 0.43 and a significance level of ( 0.01 ), as setting a clearly defined plan has clear advantages for every project, while digital tools can transform businesses, it is important to keep in mind that they should be viewed as enabling factors on this basis, the first sub-hypothesis is accepted.
- It is clear from Table (7) that there is a positive significant correlation between functional knowledge and outstanding performance with a correlation coefficient of (\*\*) 0.50 and a significance level of ( 0.01 ), and the use of websites, mobile devices, social media, search engines and other similar channels . On this basis, the second sub-hypothesis is accepted.
- It is clear from Table (7) that there is a significant positive correlation between functional decision-making and outstanding performance with a correlation coefficient (\*\*) of 0.65 and a significance level of ( 0.01 ), by addressing the gaps in supporting pre-existing operational functions and sales channels that witnessed an increasing demand for more intelligent skill sets in the field of technology . On this basis, the third sub-hypothesis is accepted.

It is clear from Table (7) that there is a positive significant correlation between job position support And the distinguished performance with a correlation coefficient (\*\*) of 0.69 and a significance level of ( 0.01 ), through the management's readiness for changes in the organizational culture, restructuring business processes, and improving their administrative skills . On this basis, the fourth sub-hypothesis is accepted.

Table (7) The relationship between the dimensions of functional intelligence and outstanding performance

Career support	Making career decisions	functional knowledge	Data collection and analysis	Dimensions of the independent variable	<b>Outstanding performance</b>
				dependent variable	
. 69**		.65 **	.50**	.43**	
.000				. 6 9**	
95	.000	.000	.000	.000	

\*\*Significant at ( 0.01 ) level.

SPSS outputs .

- Analysis of the influence hypothesis: It states that there is an influence of functional intelligence and its dimensions on outstanding performance at the overall level and at the level of each sub-variable .

The researcher relied on simple regression analysis , To measure the effect of the variable ( functional intelligence ) on the variable ( outstanding performance ), the linear regression equation was as follows:

$$Y = - + \cdot X$$

It is clear from Table ( 8 ) that the calculated value of (F) reached ( 40.08 ), which means that there is an effect of ( functional intelligence ) on the variable of distinguished performance in the directorate under study , and this indicates that the regression curve is good for describing the relationship between the two variables . Through Table ( 8 ), the



constant ( 0.13 ) can be observed.  $\cdot =$  ) which means that there is a presence of ( outstanding performance ) of ( 0.13 ) even if it is functional intelligence It equals zero . As for the value of ( 0.91  $\cdot =$  ) It indicates that a change of one unit in functional intelligence will lead to a change of the same amount in outstanding performance . The value of the coefficient of determination (  $R^2$  ) , which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, and represents the percentage of reduction in errors when using the regression equation, was ( 0.77 ), which means that ( 0.77 ) of the variance in outstanding performance is explained by functional intelligence that entered the model, and ( 0.23 ) is variance explained by factors that did not enter the regression model . Table ( 8 ) also indicated the significance value of ( 0.000 ) in the outputs of the statistical system, which confirms the existence of an effect of ( functional intelligence ) on outstanding performance . The calculated value of (t) was ( 6.33 ), as functional intelligence works to rapidly expand the range of technologies used in the workplace . In light of this result, the second main hypothesis is accepted, which states (there is an effect of functional intelligence on outstanding performance ).

Table (8) The impact of functional intelligence on outstanding performance

dependent variable	Siq	F	$R^2$	R	siq	T	$\beta$	independent variable
Outstanding performance	Outstanding performance	40.08	0.77	0.88	0.81	0.24	0.13	$\alpha$ Functional intelligence

SPSS outputs .

3. In order to confirm the previous result, the sub-hypotheses will be tested to support the achievement of the second main hypothesis, which is as follows:
  - A. The impact of data collection and analysis on outstanding performance: The value of the coefficient of determination (  $R^2$  ) was ( 0.18 ), and this is supported by the calculated value of (t) ( 4.03 ) through the directorate's ability to combine traditional and digital marketing techniques in its strategies , as shown in Table (9), and with this result the first sub-hypothesis of influence is achieved (there is an impact of the digital strategy on outstanding performance ).
  - B. The impact of functional knowledge on outstanding performance: The value of the coefficient of determination (  $R^2$  ) was ( 0.25 ), and this is supported by the calculated value of (t) ( 3.74 ), by focusing on the operations in the directorate that revolve around managing supply chains efficiently and automatically , as shown in Table (9) . With this result, the second sub-hypothesis of influence is achieved (there is an effect of the digital strategy on outstanding performance ).
  - C. The impact of decision-making on outstanding performance: The value of the coefficient of determination (  $R^2$  ) reached ( 0.42 ), and this is supported by the calculated (t) value ( 4.73 ), as shown in Table (9), and with this result the third sub-hypothesis of influence is achieved (there is an impact of the digital strategy on outstanding performance ).
  - D. The impact of supporting the job position on outstanding performance: The value of the coefficient of determination (  $R^2$  ) reached ( 0.49 ), and this is supported by the calculated (t) value ( 5.11), as most employees use digital technology to collaborate, innovate, and provide customers with access to goods , services, and support , as shown in Table (9), and with this result the third sub-hypothesis of influence is achieved (there is an impact of the digital strategy on outstanding performance ).

Table ( 9 ) The impact of functional intelligence dimensions on outstanding performance

dependent variable	siq	F	$R^2$	R	Siq	T	$\beta$	independent variable
Outstanding performance	Outstanding performance	16.26	0.18	0.43	0.50	4.03	0.71-	$\alpha$ Data collection and analysis
					.000		1.03	$\beta$
.001	14.02	0.25	0.50	0.44	3.74	0.64	$\alpha$	functional knowledge
					.001		0.74	$\beta$
.000	22.35	0.42	0.65	0.95	4.73	0.05-	$\alpha$	
					.000		0.92	$\beta$



									Making career decisions
	.000	28.76	0.49	0.69	0.65	5.11	0.15-	$\alpha$	
					.000		0.97	$\beta$	

SPSS outputs.

## **SECTION FOUR: CONCLUSIONS AND RECOMMENDATIONS**

### **First: Conclusions**

1. has been shown to focus on the acquired ability to adapt appropriately to ongoing functional changes and digital transformation efforts.
2. A performance excellence model requires well-developed and integrated knowledge management processes as well as knowledge management activities with organizational processes.
3. The results of diagnosing the functional intelligence variable showed the importance of this variable for the researched individuals based on the percentage of agreement in the General Directorate of Salah al-Din Education, the research sample. One of the most prominent indicators that contributed to enriching this variable is the dimension ( supporting the functional position ) at the first level in terms of agreement. The data was collected and analyzed. Then , functional decision-making is made , and finally, functional knowledge . This result reflects the directorate's ability to respond quickly or take advantage of opportunities available in the functional environment.
4. The results of the diagnosis of the distinguished performance variable demonstrated the importance of this variable for the researched individuals, based on the agreement rate within the Salah al-Din General Directorate of Education, the research sample. Among the most prominent indicators that contributed to enriching this variable was the (cognitive excellence) dimension, followed by the service excellence dimension, and finally the leadership excellence dimension. This result reflects the directorate's ability to improve performance by increasing effectiveness, productivity, and innovation, and connecting individuals to exchange and benefit from ideas from various markets and sectors.
5. The results of the correlation hypothesis showed a significant correlation between functional intelligence and outstanding performance at the overall level in the General Directorate of Education of Salah al-Din. The correlation at the dimension level was all significant and ranked first, supporting the functional position , followed by functional decision-making . The third level came with functional knowledge, and the last level came with data collection and analysis . This result reflects the directorate's reliance on collecting, analyzing, and exchanging vast amounts of information on all types of activities, i.e., intensifying efforts and managing the collected knowledge in an intelligent manner.
6. The results of the influence hypothesis indicated an impact of functional intelligence and its dimensions on outstanding performance at the overall level and at the level of each subvariable. This result reflects the rapid expansion of the scope of technologies used in the directorate.

### **Second: Recommendations**

1. Facilitating the Directorate's ability to adapt effectively and in a timely manner to changing or diverse requirements, whether in its external environment or from within the Directorate itself.
2. Working to develop the flexibility of the directorate's employees by rotating between multiple jobs, and developing employees' skills through training courses, workshops, and educational seminars.
3. The necessity for employees within the directorate to deal with emergency situations smoothly, and for employees to adapt quickly to the circumstances that the directorate is experiencing, in a way that makes it quick to change with external circumstances.
4. Work on developing a specific action plan for each employee in the directorate, standardizing practices across all departments, and strengthening relationships between employees.
5. Working to create a distinctive work environment within the directorate and encouraging employees to adopt certain behavioral patterns, whether at the same administrative level or across different levels.
6. The work aims to enhance the capabilities of the directorate's employees by training its leaders and allowing employees within the directorate to express their views on decisions issued by senior management.
7. The key performance objectives and associated performance targets should be identified and this document should also embrace the directorate's principles and values.
8. Directorate management and other business change activities should be planned and executed at a very high level.
9. Directorate leaders must better adapt to the rapid developments in the digital environment by shifting their focus from digital transformation to functional intelligence.



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