

# Investigating effects of Strategic Intelligence of Managers on the performance of employees (Case Study: Private Banks in city of Zahedan)

Abbas keikha

Department of Management, college of human sciences, Islamic Azad University, Zahedan, Iran  
Ebrahim hadadi

Associate Professor, Islamic Azad University, Zahedan, Iran

Aleme Keikha (corresponding author )

Faculty member University of zabol, Zabol, Iran

**Abstract:** This study examines the impact of strategic intelligence of executive managers on the performance of employees in private banks of Zahedan. The research method is descriptive and correlational. The population of this study is consisted of all the employees of private banks in Zahedan, which is according to the latest data, a number of 500 individuals. Using simple stratified sampling method and Cochran's formula, 217 subjects were selected as final samples to be studied. In order to measure the variables used in this research, two questionnaires of "the Strategic Intelligence" and " Performance-Evaluation of Employees" were used. Validity of the above-mentioned questionnaires were confirmed by experts and their reliability were measured using Cronbach's alpha coefficient that was respectively 0.82 for Strategic Intelligence and 0.84 for employees' performance. Also, Statistical methods were used for the analysis of final descriptive and inferential statistics (methods like one-variable regression, stepwise regression and structural equation modeling). The results showed that strategic intelligence and all its dimensions – i.e. competitive intelligence, business intelligence and knowledge management- have great impacts on employees' organizational performance. Stepwise regression analysis showed that all three aspects of strategic intelligence have the ability to predict the performance of their employees. Finally, structural equation modeling showed that the causal impact of strategic intelligence on employees' performance has a satisfactory level of appropriateness.

**Keywords:** strategic intelligence, competitive intelligence, business intelligence, knowledge management, employees' performance, private banks.

----- ◆ -----

## Introduction:

Living in the competitive and challenging world of today is not possible without enough efforts to be in line with the growing developments of science and technology; and the only key to survival is to obtain sustainable competitive advantages in national and international competitions. Today's leading organizations are knowledge-based, always trying to identify gaps to fill and create new knowledge. They also obtain new sciences and use them in order to function better and to fulfil organizational goals. To them, new sciences are the basis for decision making, functioning, and planning for the future (Abili & Movaffaghi, 1386, p. 132).

Considering the environmental challenges of the present era in which we observe rapid technological progress, increased customer expectations and the need for flexibility, organizations have been forced to find a way to prolong their survival. Among them, many organizations figured it out that running programs for improving the performance of employees can be a good option and not only it modifies positively the variables affecting feelings of performance, but also overcomes internal and external obstacles and provides enough ground for growing employees more efficiently (Mohammadi, 1381, p. 65).

Today, one can say with complete confidence that to identify and use strategic intelligence can increase the competitiveness of an organization and make it distinct from other organizations. Now the necessity of strategic intelligence is to respond to the current situations and issues, and also the growing need for well-rounded managers. Using strategic intelligence, organizations try to make the usage of informational structures more efficient along with their own aims which leads to transformation of information from limited, operational mode to a new form which is easy to use for managers.

Since managers work in organizations that are affected by both internal and external environments, they need the power of learning to react properly and solve their problems just like human beings. Thus, in this important aspect the strategic intelligence can help managers and enable them to meet the needs of organization with respect to capabilities and reaction time to changes in their environments. So in order to promote organizational goals and achieving them, managers require the strategic intelligence to be able to rely on it to improve their performance (Beikzadeh et al., 1386, p. 146).

So, according to the above-mentioned matters, if an organization seeks better performance in such condition and adapt itself with the changes of the present age, it should consider the development of strategic intelligence in managers and executives as its main priority and make an effort to improve and develop them to enhance organizational performance. Thus, what the researchers faces in this study is whether strategic intelligence of managers and its components have any significantly positive-and-meaningful effect on employees' performance as a necessity for the survival and success? Finally, it is hoped that the results of the study can provide and present enough knowledge in the field of strategic intelligence for managers and experts as a factor for development and improvement of the performance of employees in private banks.

### **Definition of Strategic intelligence**

Strategic intelligence is a process of creating a snapshot of the operating environment, including competitors, customers and markets (Purkiyani & Nazarian, 1391). To Marchand and Hykes (2007) strategic intelligence should provide useful information for organizations about their business environment that are needed to anticipate changes and design appropriate strategies that will create value and build the future growth of profitability the new markets within or in other industries. In success of a business, the strategic intelligence has the same meaning used in intelligent systems of Armed Forces, but its key role is to emphasize on how the organizational status can be better for controlling the future, challenges and opportunities which increase organizational success (Purkiyani & Nazarian, 1391).

Strategic intelligence can be defined also as realistic understanding of situations and using it to develop appropriate strategies and adapting the workplace to different situations (Pirttimaki, 2007).

Strategic intelligence is combined of other types of intelligence to create value-added information and knowledge in line with the organization's strategic decisions (Purkiyani & Nazarian, 1391).

### **Dimensions of Strategic intelligence**

Strategic intelligence is consisted of three dimensions: business intelligence, competitive intelligence and knowledge management. A full description of each is given in following paragraphs.

**Business Intelligence:** Business Intelligence as an efficient tool to improve decision-making process would be useful in any organization (Guster et al., 2012). Business intelligence refers to a business management used to describe the applications and technology in the fields of collection, presentation,

access, and analyze data in order to assist the institutions, eventually, in order to make optimal business decisions (Hajipour Shoushtari and Safari Ashtiani, 1393, p. 176). Business Intelligence is a set of abilities, technologies, tools and strategies that can help managers to understand business conditions more efficiently (Muhammad Pur Zarandi and Tabatabaei Mazdabadi, 1392).

**Competitive Intelligence:** As defined by the French School of Management, Competitive Intelligence is the art of finding, collecting, processing and saving information for the access and use of employees at all levels of the organization, to shape the future of the organization while protecting the current situation against competitive threats (Dargi, 1390, p. 93). According to Jones & Van Doren (2011), competitive intelligence is the systematic process of obtaining information from competitors and exploring those information in order to facilitate organizational learning, improving, isolation and goal-determination in the field of industry, market and customers (quoted from Salavati et al.,1392, p. 147).

Competitive Intelligence is process of increasing value, continuous and systematic flow of knowledge, to assess the organization's internal and external environment. In this process, the competitive aspects of environment are collected and analyzed from legitimate-legal- sources, , and ultimately is used to improve the strategic and operational decision-making and also to shape a better future for the organization and protect its current condition, provided for and accessible by all organizational levels (chavoshi and Javadi Purfarr, 1390, p. 2).

**Knowledge Management:** Knowledge management is a systematic, integrated approach for recognition, management and sharing all intellectual property, including databases, documents, policies and existing experiences in people's minds (Jones, 2005, quoted from Zarei Matin, 1390). Knowledge management is a process through which organizations gain skills in the field of learning (internal knowledge), coding knowledge (external knowledge) and distribute knowledge (Malhotra, 2000).

Wong believes that knowledge management means establishing processes that are necessary to identify and capture data, information and knowledge needed by the organization from internal and external environment and transform them into decisions and actions of organizations and individuals (Wong, 2005).

### **Employees' Performance**

The evaluation of employees' performance is one of major trends in management which is in fact an important tool for most managers to diagnose weaknesses, but it isn't that much useful in finding the true cause of such weaknesses. In other words, many managers are strong in problem identification, but fail to determine the cause or its analysis. To be effective in evaluating and solving productivity issues, managers need to determine the causes of such inefficiencies (Rezaeian, 1383, p. 417). Performance evaluation, if we look at it based on standard components used in this study called the "Achieve standard model" (Hersey and Goldsmith, 2003) includes the following components:

#### **Capability or being prepared for work**

It should be remembered that people are not a set of capabilities. Each person has its own strengths and weaknesses. But the key components of capability are:

- Knowledge of the job (formal and informal training to successfully facilitate the completion of the special task.)

- Work experience related to the job (which means any previous work experience that can help doing new business more successfully.)
- Work-related talent (talent or special services that do provide successful work.) while evaluating the performance of employees, a manager must ask whether employees have knowledge and skills necessary for the successful completion of work; if someone suffers from lack of "power" it is necessary to provide solutions that might be special training, supervision and monitoring type, formal courses responsibility or task-specific training or traced in determining new responsibilities or placements (Rezaeian, 1383, p. 418).

### **Understanding your job**

Each employee should know what to do, when and how to do it and have a good understanding of the work; also, their job should be warmly accepted by them (i.e. they should fall in love with their jobs!). To increase the knowledge of good work, employees need to know long-term and short-term goals, priorities, and a clear vision about how each one of them should be learnt. They need to know what goals they have highest priority in which times.

If employees have cognitive problems then it is related to the beginning stage of planning the performance. In most cases an oral agreement on short-term goals is not enough. Managers should ensure registration of all short-term goals and encourage employees to better understand the real question (Rezaeian, 1383, p. 418).

### **Organizational support**

The concept of organizational support lies at the heart of "social exchange theory" that is always used to understand the relationship between employees and their managers (Fields et al., 2000, p. 551). For the first time in 1986, Eisenberger and his colleagues introduced the concept of Perceived Support from the Organization. As defined by Eisenberger (et al. 1986) employees feel they're supported by the organizations that work for, only if they observe that organization values and cares for their cooperation and well-being, too (Eisenberger et al., 2008, p. 44). Roots of perceived organizational support is an exchange commitment based on which the attachment, effort and commitment to the organization will be associated with social and financial fees (Allen et al., 2008, p. 558).

With the Organizational support, employees may feel that the attitude of their company is worried about their prosperity and cares about human resources by assistance and support, in which case they consider themselves as part of their organization; they think it is their organization that introduces them and adhere & remain loyal to it (Eisenberger et al, 2008, p. 45). Moreover, staff may consider organizational support as an index to determine their perceived organizational justice in intrinsic exchanges (quoted from Zinta and Vayaneh (2008) by Azhdari et al., 1393).

### **Motivation or desire**

Motivation is an internal guiding force which leads people physiologically and psychologically to follow-up on their plans in order to meet their needs or achieve some expected goals (Lam and Tang, 2003, p. 64). To have motivation at work is consisted of a series of internal and external forces that begin, form, direct and intensity work-related behavior and also determine its duration (Pinder, 2001, p. 24). A set of factors and values governing the organization are effective on labor productivity. The most important factor that has an impact on labor productivity is the labor motivation in doing so. Factors that affect the motivating force can be divided into two general categories of financial matters and organizational culture (Taheri, 1383, p. 190). Liu and colleagues (2007) also believe that

motivating the staff can be effective in improving their production and function, resulting in increased productivity and efficiency of the entire organization.

### **Feedback**

The purpose of this type of feedback is to give an informal daily performance report to people and also periodical, official visits. During an effective feedback process, staff will know about how the work is done on a regular basis as well. If there is no feedback process in an organization and thus the staff are not aware of the weakness of their performance, then managers cannot expect them to improve their performance; it would be unrealistic. Personnel must know how they are going to be evaluated on a regular basis before the official evaluation period begins (Rezaeian, 1383, p. 418).

### **Validity**

By validity, we mean that managers' decisions related to human resources should be valid regarding legal institutions and social norms. Managers must ensure that decisions they make about the employees are legal and compatible with their organizational goals and desires. Decisions taken concerning human resources should be documented and be justified on the basis of pragmatic criteria. If there is a Validity problem in the decisions, then managers should get counseling from organization's legal office (Rezaeian, 1383, p. 420).

### **Environmental compatibility**

External factors of which can affect one's performance, constitute the environment. These factors will be more effective even if employees have required power, knowledge, support and willingness to do the work they do. Environmental factors include competition, changes in market conditions, government regulations and policy changes in raw material owners and so on (Rezaeian, 1383, p. 420).

### **Research objectives**

**The main Objective:** to determine the effect of managers' strategic intelligence on the performance of employees at private banks in Zahedan.

### **Secondary objectives**

- 1) To determine the effect(s) of Business Intelligence (BI) of managers on the performance of employees in private banks in Zahedan.
- 2) To determine the effect(s) of Competitive intelligence of managers on the performance of employees in private banks in Zahedan.
- 3) To determine the effect(s) of managers' knowledge management skill on the performance of employees in private banks in Zahedan.
- 4) To determine the contribution of each component of managers' strategic intelligence - business intelligence, competitive intelligence, knowledge management- in predicting the performance of employees in private banks in Zahedan.
- 5) To develop a causal model for impact of managers' strategic intelligence on the performance of employees in private banks in Zahedan.

### **Research Hypotheses**

**A) The main hypothesis:** Strategic intelligence of managers affects the performance of employees in private banks in Zahedan.

**B) Sub-hypotheses:**

- 1) Business intelligence of managers affects the performance of employees in private banks in Zahedan.
- 2) Competitive intelligence of managers affects the performance of employees in private banks in Zahedan.
- 3) Knowledge management of managers affects the performance of employees in private banks in Zahedan.
- 4) Strategic intelligence components - business intelligence, competitive intelligence, knowledge management- have the ability to predict the performance of employees in private banks in Zahedan.
- 5) The Causal Model related to the impact of Managers' Strategic Intelligence on performance of employees in private banks in Zahedan has a satisfactory level of appropriateness.

**Methodology**

Considering its purpose, this study is an applied research. An applied research is aimed at the development of practical knowledge in a particular field. The method is also descriptive and correlational; it's called descriptive because its purpose is to give objective, real and regular description of events, relationships and different subjects. The method is also somehow present-correlative, as it pays attention to examination of relationships between variables. The population of this study consisted of all employees of 3 private banks (Mellat, Saderat and Tejarat) in the city of Zahedan during year 1394, which according to the last statistics equals to 500 people.

Therefore, using Cochran sampling formula, 217 individuals were selected as samples among the population of the study. Stratified sampling proportional to population size is used in this study. Also, for data collection, library studies and questionnaires have been used.

- A) Employees' performance questionnaire:** the first instrument used in this study is a standard questionnaires of employees' performance called "Achieve" (by Hersey and Goldsmith, 2003) that examines seven aspects of the motivation, validity of decisions, job recognition, compatibility with the environment, organizational support, performance feedback and the capabilities. This questionnaire is scored based on the Likert scale (very low=1 to very high=5).
- B) Managers' Strategic Intelligence Questionnaire:** to assess the strategic intelligence of managers, the questionnaire of and Zamani & Keikha (2014) was used. This questionnaire has three main components; business intelligence, competitive intelligence, and knowledge management; each one of these components are also given scores based on the Likert scale (1 = totally disagree, to totally agree = 5). It is worth to mention that the superficial and content validity of the above-mentioned questionnaire were evaluated by supervisor and advisor masters and then verified.

There are several ways to determine the reliability of an instrument. In this study, Cronbach's alpha coefficient was used to test the reliability of information. For this purpose, a prototype which contained 30 questionnaires was pre-tested and then using the data obtained from these questionnaires and by the statistical software SPSS version 17, the reliability of the questionnaire related to

employees' performance was 0.84 and for Strategic Intelligence, 0.82 respectively, which represents that the high level of reliability of both questionnaires.

### The analysis of Research hypotheses

Before addressing the research questions, the normal being of frequency distribution of variables was tested by Kolmogorov-Smirnov appropriateness test to determine if it has normal distribution. The result of Kolmogorov-Smirnov with a value of (0.929) and the significance level (0.318) indicated that the variable of "strategic intelligence" has got a normal distribution and with assuming variable placed in proper distance scale, parametric statistics can be used for the further analysis. Also, Kolmogorov-Smirnov test with a value of (1.08) and the significance level (0.189) showed that variable of employees' performance has got a normal distribution and assuming the variable placed in proper distance scale, parametric statistics can be used for the analysis, too.

Table 1. Kolmogorov-Smirnov test for data normalization

Small Scale	No. of subjects	Kolmogorov-Smirnov test	Level of Meaningfulness
Strategic Intelligence	217	0.929	0.318
Employees Performance	217	1.08	0.189

The main hypothesis: Strategic intelligence of managers has implications on the performance of employees in private banks in Zahedan.

To study the impacts of Strategic intelligence of managers on the performance of employees in private banks Zahedan, a linear regression test was conducted. The results are shown in Table 2.

Table (2): regression coefficient impact of strategic intelligence of managers on the performance of employees in private banks, Zahedan

Independent Variable	Dependent Variable	B	Beta	T	P
Strategic Intelligence	Employees' Performance	0.627	0.715	15.01	0.000

As can be seen from the above table, strategic intelligence of managers has positive and significant effect ( $\beta = 0.715$ ) on the performance of employees in private banks of Zahedan and this effect is meaningful at alpha level = (0.01). Since the regression coefficient is positive, it can be said that the increased use of strategic intelligence leads managers to improve the performance of employees in private banks of Zahedan.

Secondary (S) Hypothesis (1): Business Intelligence of managers has implications on the performance of employees in private banks of Zahedan. To examine the effects of business intelligence of managers on the performance of employees in private banks in Zahedan, a linear regression test was conducted; results are provided in Table (3).

Table (3): regression coefficient impact of business intelligence of managers on the performance of employees in private banks, Zahedan

Independent Variable	Dependent Variable	B	Beta	T	P
Business Intelligence	Employees' Performance	0.370	0.618	11.51	0.000

As can be seen from the above table, business intelligence of managers has positive and significant effect ( $\beta = 0.618$ ) on the performance of employees in private banks of Zahedan and this effect is meaningful at alpha level = (0.01). Since the regression coefficient is positive, it can be said that the increased use of strategic intelligence leads managers to improve the performance of employees in private banks of Zahedan.

S-Hypothesis (2): competitive intelligence of managers affects the performance of employees in private banks of Zahedan. To examine the effects of competitive intelligence of managers on the performance of employees in private banks of Zahedan, a linear regression test was conducted and the results are shown in Table (4).

Table (4): regression coefficient impact of competitive intelligence of managers on the performance of employees in private banks, Zahedan

Independent Variable	Dependent Variable	B	Beta	T	P
Competitive Intelligence	Employees' Performance	0.478	0.581	10.47	0.000

As can be seen from the above table, business intelligence of managers has positive and significant effect ( $\beta = 0.581$ ) on the performance of employees in private banks of Zahedan and this effect is meaningful at alpha level = (0.01). Since the regression coefficient is positive, it can be said that the increased use of strategic intelligence leads managers to improve the performance of employees in private banks of Zahedan.

S-Hypothesis (3): Knowledge management of managers affects the performance of employees in private banks of Zahedan. To examine the effects of knowledge management skill of managers on the performance of employees in private banks of Zahedan, a linear regression test was conducted, and the results are presented in Table (5).

Table (5): regression coefficient impacts of knowledge management skills of managers on the performance of employees in private banks, Zahedan

Independent Variable	Dependent Variable	B	Beta	T	P
Knowledge Management	Employees' Performance	0.462	0.604	11.10	0.000

As can be seen from the above table, knowledge management skills of managers has positive and significant effect ( $\beta = 0.604$ ) on the performance of employees in private banks of Zahedan and this

effect is meaningful at alpha level = (0.01). Since the regression coefficient is positive, it can be said that the increased use of strategic intelligence leads managers to improve the performance of employees in private banks of Zahedan.

S-Hypothesis (4): Components of Strategic intelligence of managers - business intelligence, competitive intelligence, knowledge management- have ability to predict the performance of employees in private banks, Zahedan. In order to examine the impacts of each dimension of strategic intelligence in managers - business intelligence, competitive intelligence, knowledge management- on prediction of the performance of employees in private banks of Zahedan, stepwise regression analysis was used.

Table 6: Regression Analysis

Steps	Variables	R	R <sup>2</sup>	B	Beta	T	P
1 <sup>st</sup>	Business Intelligence (BI)	0.618	0.381	0.370	0.618	11.51	0.000
2 <sup>nd</sup>	BI Knowledge Management (KM)	0.727	0.528	0.266	0.444	8.60	0.000
				0.321	0.420	8.14	0.000
3 <sup>rd</sup>	BI KM Competitive Intelligence	0.737	0.543	0.257	0.428	8.36	0.000
				0.203	0.265	3.43	0.001
				0.168	0.205	2.68	0.008

Stepwise regression was used in response to the fourth research hypothesis regarding whether any of the aspects of strategic intelligence of managers - business intelligence, competitive intelligence, knowledge management- have ability to predict the performance of employees in private banks in Zahedan, and also to determine the share of each of the variables in prediction of the performance of employees in private banks in Zahedan.

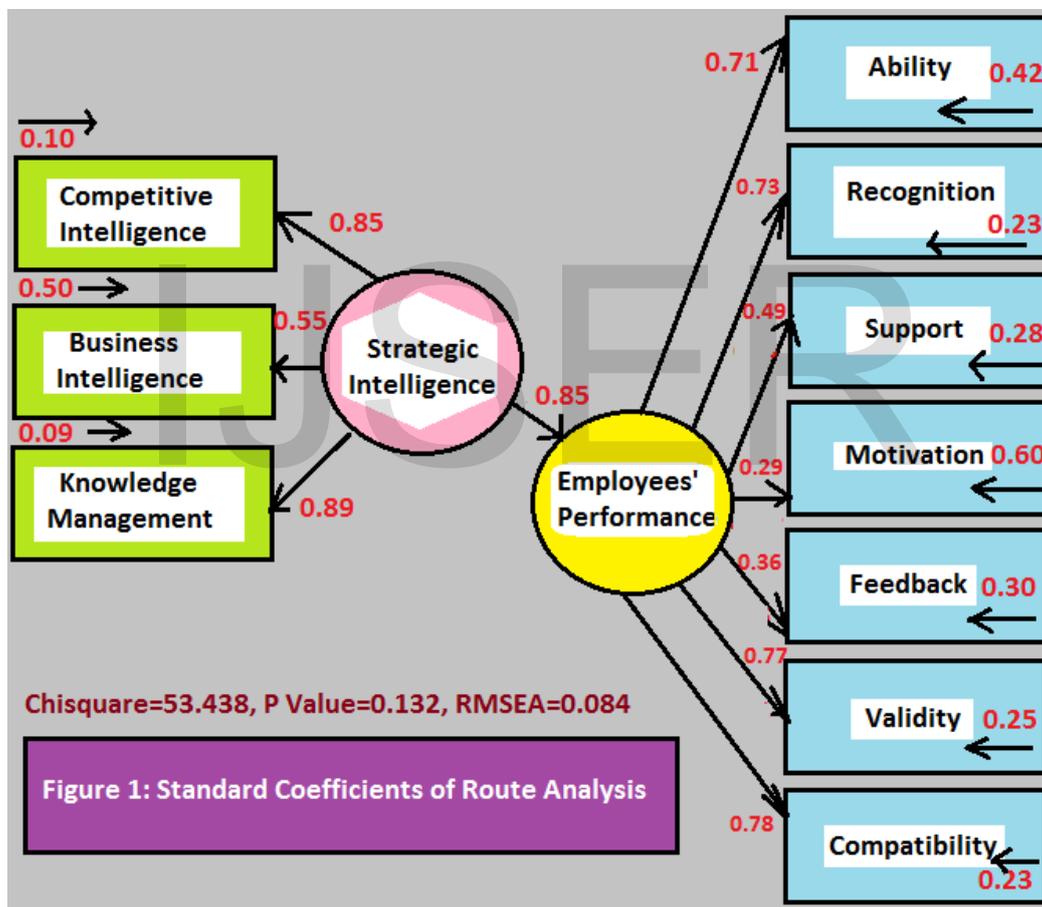
Based on regression analysis (Table 6), we can conclude that all dimensions of strategic intelligence of managers - business intelligence, competitive intelligence, knowledge management- have great effects on the performance of employees in private banks of Zahedan, and also all aspects of it (business intelligence, competitive intelligence, knowledge management) as predictive variables, have the criteria for inclusion in the regression equation to explain changes in performance of employees in private banks of Zahedan (variable).

As you can see from the above table that in the first step, as the first aspect which is Business Intelligence has been entered to equation, the correlation coefficient is (0.61). This means that business intelligence is able to explain (0.38) of variance of the employees' performance in private banks of Zahedan. In the second step that knowledge management is added to equation, the correlation coefficient is equal to (0.72). This means that the business intelligence and knowledge management together are able to explain (0.52) of the variance of the employees' performance in private banks of Zahedan. In the third step in the equation that aspect of competitive intelligence

comes into play, correlation coefficient is equal to (0.73). This means that the business intelligence, knowledge management and competitive intelligence together are able to explain (0.54) from the variance of the performance of employees in private banks in Zahedan; In addition, to determine the share of each of Strategic Intelligence dimensions - Business Intelligence, Competitive Intelligence and knowledge management- in predicting the performance of employees in private banks of Zahedan based on regression coefficient (Beta) in the third step, it can be said that the share of each dimension of strategic intelligence manager - business intelligence, knowledge management and competitive intelligence- on performance prediction of employees in private banks in Zahedan are respectively (0.42), (0.26) and (0.20).

S-Hypothesis (5): the causal model of strategic intelligence of managers' impacts on the performance of employees in private banks in Zahedan has a satisfactory level of appropriateness.

In order to study the causal impact of strategic intelligence of managers on employees' performance, the structural equation modeling was used.



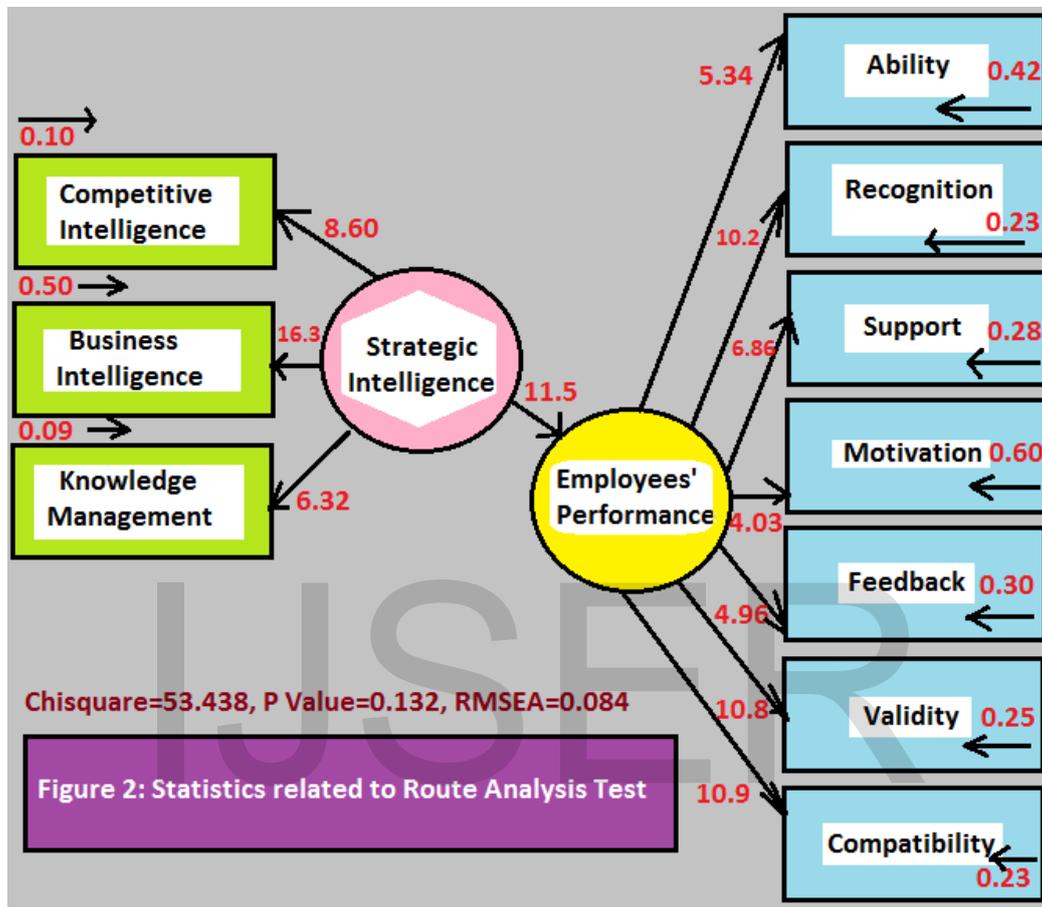


Table 7: Factors of appropriateness for Route Analysis

Factors of Appropriateness								
<i>NFI</i>	<i>GFI</i>	<i>AGFI</i>	<i>CFI</i>	<i>RMSEA</i>	<i>P-value</i>	$\chi^2 / df$	<i>df</i>	$\chi^2$
0.87	0.93	0.90	0.70	0.084	0.132	1.57	34	53.348

As seen in Table 7. The degree of freedom chi-square statistic is less than 3, therefore it can be concluded that the conceptual model of this research matches with the data observed. The root mean square error of approximation component (RMSEA) calculated (0.084), given that limit for this factor is maximum (0.09), thus the appropriateness of the model is confirmed by this statistic. The appropriateness component for model GFI, its modified AGFI, the Bentler-Bonnet NFI and CFI component are respectively measured (0.70), (0.90), (0.93) and (0.86); given that the limit for each of these values is at least (0.9), so the suitability of the model for NFI and CFI It is not then confirmed.

## Conclusion

Research findings showed that there is a significant and positive impact between the strategic intelligence of managers and the performance of employees in private banks of Zahedan; In other words, strategic intelligence leads managers to improve the performance of their employees. In this context, the results matches with the findings of Agha et al. (2014) who showed through a massive study that Strategic Intelligence and strategic flexibility have direct impact on employees' performance.

The findings also showed that business intelligence, competitive intelligence and knowledge management when skillfully mastered by managers can have a significant and positive impact on the performance of employees in private banks in Zahedan. In other words, the components of strategic intelligence (i.e. business intelligence, competitive intelligence and knowledge management) can help managers to improve the performance of their employees; findings of this section also are consistent and match with the findings of many others; Partially, in business intelligence, with Hemmati et al (1394), in competitive intelligence with Pourfar (1391) and Tandasteh (1392) and in knowledge management with Derakhshan (1392), Allame and Zare (1387), Dehghan Najm (1388) and Hsiu (2006).

The results showed that among the dimensions of strategic intelligence of manager - business intelligence, competitive intelligence, knowledge management- all of them (business intelligence, competitive intelligence & knowledge management) as predictors have the required criteria and meet the needed validity to enter the regression equation to explain (& predict) changes in performance of employees in private banks of Zahedan(Criteria variable).

## References

- Abel, khodayar, Movaffaghi, H. (1386). **A window on modern management concepts with an emphasis on human resources**. The second edition, Tehran: Sargol Pub.
- Azhdari-Zaman; jamshidian, AR, Siyadat, SA and the Jalali Nejad, R. (1393). The relationship between organizational support and readiness among the staff recommendation system, **Journal of Cognitive and Behavioral Sciences**, 4 (1): 13-24.
- Beikzad, J, Alaei, Mohammad Bagher, Eskandari, K. (1386). **The relationship between organizational intelligence with their performance in Eastern Azarbaijan governmental organizations**, research management, 3 (8): 143-163.
- Pourkiyani, M and .H, Nazarian (1391). **Strategic intelligence development through promotion of knowledge management**, the first National Conference on Engineering Business Management, Kerman, Graduate University of Advanced Technology.
- Tandasteh, R. (1392). **The effect of competitive intelligence, business performance, industry experts and managers in Tehran** Case Study, Master Thesis, School of Management, Islamic Azad University of Tehran.
- Hajipour Shoshtari, Abdul Hamid, Safari Ashtiani, M. (1393). The relationship between business intelligence and psychological empowerment, **improvement and transformation of Management Studies**, 23 (73): 175-199.

- Chavoshi, K. and Javadi Pourfar, M. (1391). The Relationship between Competitive Intelligence and Performance of Listed Companies in Tehran Stock Exchange, **Outlook Quarterly Business Administration**, 9: 81-97.
- Derakhshan, AR; Mazinani, M, Masoudi, J. (1392). The effect of knowledge management systems on innovation and performance governmental organizations (knowledge-based), **e-commerce and PC Magazine**, 12 (73): 42-45.
- Dehghan Najm, M. (1388). Knowledge management and its role in organizational innovation. **Engineering and related industries**. First year. 10<sup>th</sup> Vol, Period 12, Number 2.
- Daregi, P. (1390). **Competitive intelligence and marketing intelligence**, second edition, Tehran: Rasa Pub.
- Rezaeian, A. (1383). **Management principles**. Tehran: SAMT pub.
- Zarei Matin, H. (1390). **Human resources management**. Printing at the Publishing Center of Islamic Propaganda Office of Qom Seminary.
- Salavati, A., Khosravi, Anwar, Amman, S. (1392). Organizational agility and competitive intelligence on private banks and government, **Public Management Journal**, 6 (21): 141-160.
- Taheri, Shahnam (1383). **Productivity and analysis across the enterprise**. Tehran: Hastan Pub.
- Mohammad Pour Zarandi, H. and Tabatabaei Fard, SM (1392). The role of business intelligence in the financial management of municipalities in cities, **Quarterly Journal of Economics**, 18: 8-23.
- Mohammadi, M. (1381). Employee empowerment programs. **Journal of Management Studies**. Number 35 and 36.
- Hemmati, Lima, Mohammad Qoli Zadeh and Ali Valipoor (1394). **The effect of BI on financial performance: A case study of private bank branches in Gilan Province**, the first international conference of management and accounting approach to value creation, Tehran, Islamic Azad University of Fars, Science and Research Division.
- Allen MW., Armstrang DJ., Reid MF., Riemenschneider CK. (2008); "Factor impacting the perceived organizational support of IT employees"; **Information & Management**, 45:556-563.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2008). "Reciprocation of perceived organizational support". **Journal of Applied Psychology**, 86, 42–51.
- Fields, D., Pang, M., Chiu, C. (2000): "A comparative field study of the effects of distributive and procedural justice in Hong Kong", **Journal of Organizational Behavior**, 21, 5, pp. 547–562.
- Guster, D. E. N. N. I. S., & Brown, C. (2012). **The application of business intelligence to higher education: Technical and managerial perspectives**. *J. of Information Technology Management*, 23(2):1042-1319.
- Hsiu, Yueh, H (2006). **Knowledge management and intellectual capital**. Dissertation for the Degree of Doctoral of Philosophy in the field of Management. Southern Illinois University Carbondale.
- Lam, Steve Y.W. & Tong, Conrad H.W. (2003). Motivation of Survey Employees in Construction Project. *Journal of Geospatial Engineering*, Vol.1, pp.61-66

- Liu, M.M Anita., Chiu, W.M. & Fellows, Richard (2007). Enhancing commitment through work empowerment. **Engineering, Construction and Architectural Management**, 14(6):568-580.
- Malhotra, Y (2000). **From Information Management to Knowledge Management: Beyond the "Hi-Tech Hidebound" Systems**. In K. Srikantaiah & M.E.D. Koenig (Eds.), Knowledge Management for the Information.
- Marchand, D., and Hykes, A., (2007). **Leveraging What Your Company Really Knows: A Process View of Strategic Intelligence**. IN Xu, M. ed. **Managing Strategic Intelligence – Techniques and Technologies**. University of Portsmouth, UK: Idea Group Inc. pg 1-13.
- Pinder, Cargio C. (2001). **Work Motivation in Organization Behavior**. Upper Saddle River, N.J: Prentice-Hall.
- Pirttimaki, V., (2007). **Business Intelligence as A Managerial Tool in Large Finnish Companies**. Doctoral Dissertation, Tampere, P35.
- Wong, K. Y. (2005), "Critical Success Factors for Implementing Knowledge Management in Small and Medium Enterprises", **Industrial Management and Data Systems**, 105(3):261-279.

IJSER