

## Transactional and Empowering Leadership as Two Modified Variables for the Relationship between Strategic Intelligence and the Strategic Map

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### Abstract:

The research focuses on the knowledge of the impact of strategic intelligence in increasing the efficiency and effectiveness of the organization on implementing the strategic map properly. Also the research aims to determine the role of the two modified variables transactional leadership and empowering leadership in the relationship between strategic intelligence and the strategic map. In order to achieve this, the dimensions of strategic intelligence (Foresight, Future Vision, Systems Thinking, Motivation, Partnership, Intuition, and Creativity) were adopted. The strategic map was taken as a dependent variable with its dimensions (Financial, Customers, Processes and Operation, Growth and Development). The transactional Leadership was adopted as the first modified variable with its dimensions (Provide Performance Requirements, Conditional Reward, Conditional Punishment, Active Exception Management, and Static Exception Management). Empowering Leadership has been taken as a second modified variable with its dimensions (Leading by Example, Participative Decision-Making, Coaching, Informing, and Showing Concern/Interacting with The Team). The General Company for Automotive Industry in Babil Governorate was selected for research through a questionnaire that included (257) employees working in administrative positions. The modified analysis, some descriptive statistics, and simple and multiple regression analysis were used. A number of points were reached, the most important of which is to focus on the implementation of strategic maps in Iraqi organizations and to develop the dimensions of empowerment leadership among employees. The effective role of strategic intelligence in achieving the right dimensions of the strategic map was achieved through the empowerment of leadership.

**Keywords:** Strategic Intelligence, Transactional Leadership, Empowering Leadership, Strategic Map.

### 1. Introduction:

Strategic Intelligence is part of the leader's personality system. It's a group of processes or tools used by the leader to collect the information needed to support him in proactive decision-making. Strategic intelligence deals with all

issues affecting the organization's business. Its main aim is to enhance the senior leadership's ability to plan the strategy and achieve the organization's excellence. Strategic Intelligence is part of the organization's culture. A leader who has Strategic Intelligence is characterized by a group of traits including, for example, the ability to detect environmental impacts, the flexibility of data collection and experience in organizing, restructuring, processing and transforming data into information, has the skill to use this information in proactive decision-making and use said decisions properly. (Abu Isba'a, 2018; Ali, 2015). The importance of strategic intelligence lies because it is one of the fundamental requirements of leadership needed to enhance it and develop its features. Therefore, strategic intelligence will play an influencing role in transactional leadership and empowering leadership to enhance and support the organization's strategy map. Here, we have two models of leadership: transactional leadership that is based on the concept of building the relationship between the leader and subordinates based on reward and incentives for work and productivity, and punishment for non-work and lower productivity. Effectiveness of transactional leaders lies in and depends on their ability to fulfill individuals' aspirations, expectations, and needs, to control their behaviors and performance, and achieve the goals and objectives of the organization. Some of the most prominent features of transactional leadership are identifying the functions, responsibilities and duties of subordinates, avoiding risk significantly, studying environmental variables in-depth, addressing the current issue to keep control, paying significant attention to identify deviations and taking corrective actions in the organization's strategy, and motivating subordinates through rewards and incentives. Further, there is a harmony between strategic intelligence and empowering leadership and this is what the researchers found theoretically. In addition, empowering leadership aims to increase the innovative behavior of workers, to double their efforts, improve their leadership skills, encourage them to think, to develop themselves and use the self-referential reward method referred to by (Zhu et al., 2019). It is like the style of transactional leadership and therefore strategic intelligence will have a positive role in influencing transactional and empowering leadership.

As a result, the organization will fulfill the requirements of its strategy map which is considered the base for coordination between various and conflicting objectives. Strategy map is a tool providing employees with a clear idea about their work and how to achieve organizational objectives, and discover weaknesses in the organization's strategy through segmenting the objectives within the strategy map into several objectives (i.e., financial, customers, processes and operation, and growth and development objectives) and through the application of strategic intelligence to every aim of the strategy map. The

leader can achieve more control and provide feedback on the strategic intelligence so that defects can be treated and more reliable proactive decisions can be made (Abdul-Basir, 2014).

## **2. Methodology:**

### **2-1. Problem of the Study:**

The main problem is to know how the strategic intelligence effect in increasing the efficiency of the organization on implementing the strategic map correctly, Strategic intelligence enhances the transactional leadership and empowering leadership which makes leadership more smart and excellent in the proper formulation and implementation of the organization's strategy map. furthermore, identification of the modified role played by transactional leadership and empowering leadership in the relationship between strategic intelligence. and strategy map, and the extent to which these variables contribute to raising the levels of accuracy in development of the strategy map in presence of strategic intelligence. which is an additional driving force in this relationship.

### **2-2. Importance of the Study:**

This study derives its importance from the increasing number of competitions between organizations and the sudden fluctuations in the external environment which requires search for an appropriate collection of leadership models to be applied, and selection of the best among them, or taking the positive aspects of each leadership model, and work to strengthen it in the organization. They illustrate this on a practical side. The organization should work on segmenting the objectives and put them within the strategy map. In addition, Strategic intelligence is the creation of roadmaps that guide decision-makers to make the right decisions by providing information in a timely manner and the quality, accuracy, and quantity required to make the right decisions. It is all the organization needs to know about its business environment. So be a leader able to implement the strategic map dimensions.

### **2-3. Objectives of the Study:**

This study seeks to achieve a group of objectives:

1. The main aim of the research is to know the impact of strategic intelligence on implementing the strategic map to Determine the best leadership model to be adopted by the organization. Or make an appropriate synthesis between the positive aspects of each model and apply them to the organization to upgrade its competitive performance.
2. Determine the direct impact of strategic intelligence on both transactional leadership and empowering leadership, and determine the indirect impact of the research variables.

## 2-4. Hypotheses of the Study:

In carrying out the objectives set out in this study, some hypotheses were formulated to be tested as follows:

**H1:** there is a statistically significant positive effect of Strategic Intelligence on Strategic Map.

**H2:** there is a statistically significant positive effect of Empowering Leadership on Strategic Map.

**H3:** there is a statistically significant positive effect of Transactional Leadership on Strategic Map.

**H4:** Empowering Leadership positively moderates the relationship between Strategic Intelligence and Strategic Map.

**H5:** Transactional Leadership positively moderates the relationship between Strategic Intelligence and Strategic Map.

## 2-5. Research Measurement Tools:

The previous studies were used to develop the study questionnaire related to the four variables, which included (163) paragraphs distributed on the Likert five-scale scale for multiple options. The questionnaire form was adopted as a tool to obtain data on the study variables. The questionnaire consisted of four Themes as see in table (1).

Table (1): Measurement Tools

Variable	Dimension	Reference
Strategic Intelligence	Foresight, Future vision, Systems Thinking, Motivation, Partnership, Intuition, and Innovation	(Ali, 2015), (Abu Isba'a, 2018)
Transactional Leadership	Provide Performance Requirements, Conditional Reward, Conditional Punishment, Active Exception Management, And Static Exception Management	(Al-Aidy, 2015), (Podsakoff et al., 1984)
Empowering Leadership	Leading by Example, Participative Decision-Making, Coaching, Informing, and Showing Concern/Interacting with the Team	(Arnold et al., 2000)
Strategy Map	I.E., Financial, Customers, Processes and Operations, And Growth and Development	(Abdul-Basir, 2014)

## 2-6. Research Population and Sample

The General Company for Automobile and Equipment Manufacturing is a subsidiary of the Ministry of Industry and Minerals. The company has undergone very difficult circumstances because of successive wars. Now it is in a phase of stability and needs to reorganize and develop the administrative and leadership methods to regain its position again, which is the subject of the current research more in line with this sample, especially after integrating the General Company for manufacturing batteries and the General Company for Mechanical Industries with the General Company for manufacturing cars and equipment which is the current study sample. The size of the community reached (7000) employees. We distributed the questionnaire to a sample of (257) employees, most of whom are general managers and administrative leaders.

## 3. Theoretical side

### 3-1. Strategic Intelligence

Abu al-Ghanm, (2016) believes that strategic intelligence is the mental decision to understand and realize the new reality; it is a behavior to solve problems and employ knowledge, experience, skills to adapt to the environment as soon as possible. This is reflected in the ability of the leader to formulate policies and strategic plans, the ability to anticipate and motivate staff and develop existing strategies to face sudden environmental changes. researchers as Abu Finger, (2018); Ali, (2015) defined strategic intelligence as a process of gathering the information that helps decision-makers in obtaining the knowledge that supports them in decision-making through the conduct of environmental surveys and the ability to analyze, forecast and plan ahead. Strategic intelligence is a prerequisite for leadership to strengthen and develop its attributes and qualifies the organization to be able to innovate and formulate an innovative change strategy to enhance the organization's competitive position. Soqeer (2017) pointed out that it is the individual's total ability to work with logical thinking, logical thinking and successful interaction with the environment. In order for the leader to have a strategic intelligence, a set of characteristics must be available: the ability to imagine, create an atmosphere of participation and the ability to influence the feelings of subordinates and motivate them, as well as the ability to think strategically in a rapidly changing environment. He added Hafez et al., (2017) that the importance of strategic intelligence is to help the organization in the implementation of its operations efficiently, identify strategic directions, invest the core capabilities of human resources and finally determine the competitiveness adopted by the organization in its activities to achieve

strategic success. Also (Omran, 2015) defined it as a function of competitors to understand their future goals and their current strategy, and what they believe in the assumptions about themselves and the industry and to recognize their capabilities and highlight their components.

Qasim, (2011); Kuosa, (2011); McKie & Heath, (2016); Chow, (2003); Montgomery & Weinberg, (1979) pointed out that there are three approaches to strategic intelligence. The first approach represents that the strategic intelligence is an operation or tool for collecting Information that provides decision-makers with the knowledge to support them in making the right decision, and enables them to understand the environment in which the organization operates. Strategic Intelligence also increases the ability of managers to analyze information to activate their ability to predict and plan in the future and adapt to environmental changes, and provide an intellectual framework for what happened Now and what will happen in the future and guide leaders in organizations to achieve the policies of the organization and the implementation of its objectives, moreover The second trend describes strategic intelligence as a function that deals with all the issues that affect the organization in the medium and long term, and seizes opportunities and faces threats, concerned with the analysis of competitors, while the third trend of strategic intelligence is part of the personality system enjoyed by the leaders of organizations and that strategic intelligence consists of the key elements (foresight, systems thinking, future vision, ability to motivate employees, partnership) which together represent a strength in the hands of the leader in the organization which enables him to reach the top of global competition.

Through these concepts, it can be concluded that strategic intelligence is the innate intelligence of some leaders, who have an insight and a deep vision of the future from all directions and have a high level of thinking in processing information and making the right decisions. Through continuous practice, leaders refine their strategic intelligence and take their ideas to higher levels as a result of experience gained through practice and in the future they will be better able to solve complex issues in a dynamic environment.

### **3-1-1. Strategic Intelligence Dimensions**

Both pointed to a set of key dimensions of strategic intelligence agreed upon by most studies. (Qasim, 2011), (Faiq, 2018), (Ali, 2018), (Knosh, 2017). you can see in table (2).

Table (2): Intelligence Dimensions

1	<b>Foresight</b>	It is the ability of the individual to think based on invisible and unconscious forces by projecting the current state of the world to the future. It represents the ability to see future trends by surveying the dynamic factors of the past and present. It helps leaders predict the opportunities and risks surrounding the organization, coordinate the mental abilities of leaders to help them make decisions, & provide strategic information to the organization (Muslim, 2015).
2	<b>Future Vision</b>	It is the vision of things through mental perception, perception, and comparison for the purpose of forming the image that should be the organization in the long term. They reflect the organization's ambitions and interests and know where the organization goes about the future of its plans. The future vision as a dimension of the strategic intelligence of successful leaders is the key to success in the process of strategic change, through which leaders are able to face the challenges surrounding the organization, and enable them to monitor the movements of competitors and know their plans (Coyne et al., 2011).
3	<b>Systems Thinking</b>	Arcos (2016) argues that it is the ability to think logically, synthesize and integrate different elements for the purpose of analyzing them and understanding how they interact to form a clear picture of what is being dealt with. Leaders with structured thinking have the ability to analyze intellect, possess a high learning curve and experience, and have the ability to recognize the interconnectedness of parts of the system and will be more effective in diagnosing the true cause of any problem taking into account changes in the external and internal environment.
4	<b>Motivation</b>	It is to influence employees' behavior and direct them continuously towards a specific goal in order to promote the strategic objectives of the organization. Determines behavior for a given time range. Motivation varies to include achievement belonging control merit (Kent, 2015).
5	<b>Partnership</b>	It represents the organization's ability to establish strategic alliances with other organizations, and leaders with strategic intelligence for alliances to reach common goals. A strategic partnership is an agreement that requires two or more groups of organizations to share their resources to develop a joint venture to invest jobs. The motivations for establishing alliances and

		partnerships are for market entry, product and market motivation, market structure, motivation, and motivation to enhance the skills of workers. In addition, enhancing trust and commitment among partners and the ability to resolve conflicts that arise between them, their sharing of information and the design of new products, is, therefore, a key component of strategic intelligence (Ali, 2018).
6	<b>Intuition</b>	It refers to the internal ability that explains the reactions of individuals to different decisions and situations, especially when there is a state of uncertainty, and intuition is the internal voice that generates our feelings against our decisions or with them especially if data conflicts, we rely on intuition to reach a result. So leaders must develop intuition. There are several reasons for increasing intuition: coaching in predicting the future, imagining that you are doing your homework before it happens, noticing your feelings and feelings you usually ignore, keeping a record of your thoughts, learning about meditation or self-hypnosis, symbolic perception (Liebowitz, 2006).
7	<b>Innovation</b>	It is the ability of the individual to think within an open field. The ability of the organization to get to what is new adds value and offers a better product compared to competitors. It highlights the role of innovation in activating the elements of strategic intelligence among individuals and organizations and preparing their creative minds to face problems in an innovative manner. Leaders must embrace cultural values based on innovation and modernization and work to deliver values to all employees. Innovation is the best solution to problems, awareness of weaknesses and gaps, and the search for alternative solutions (Jeuniaux et al., 2016).

### 3-2. Transactional Leadership

Rowold, (2008); Abdul-Imam and Dager, (2008) pointed out that it is also called procedural leadership and is based primarily on the economic transactional relationship between the leader and subordinates; the leader encourages reward for work and production. Conversely, the punishment shall be for not working well and low production. It is based on two principles: conditional reward, which is a conditional reinforcement process and is through an agreement between the leader and the subordinates by identifying the tasks to be accomplished by the subordinates in order to receive the reward or vice versa. The second principle is management with the exception of the leader does not interfere with the work of the subordinates as long as they exercise their work well according to administrative standards set in advance. Martínez- Córcoles & Stephanou, (2017)



argued that transactional leadership is like bartering something for something else. It is one of the most influential and active leadership styles. The transactional leader makes goals, clarifies the desired results, exchanges rewards and expresses appreciation for everything achieved in achieving the goals of the organization. It also provides feedback and directing appreciation to employees when they achieve the desired results or punishment if they fail to work. Howell & Avolio (1993) added that the hallmark of transactional leadership is power, and when this power exists, the relationships of exchange emerge. This pattern takes the cost-benefit approach as the basis for the relationship between the leader and the subordinates. This affects the behavior of the subordinates through the use of the financial resources available to the Organization, whose main objective is to regulate exchange relations. Muenjohn, & Armstrong, (2008); El-Husseiny, (2010) pointed out that the transactional leader seeks to conclude a mutually beneficial deal with the subordinates and seek to continue mutual benefit in order to preserve mutual interests. The transactional leader interferes in the work and activities of the subordinates only when needed and necessary. The leader also follows the cost and return standard with his subordinates to meet mutual obligations. The leader also continuously seeks organizational changes to maintain the organization's performance and stability. Epitropaki & Martin (2013) argues that it is based on a mutually beneficial relationship between the leader and the subordinate. Through this relationship, the leader provides the resources necessary to accomplish the work and links the job performance to a reward of good performance or a penalty for poor performance. Al Mubaideen, (2013) reached a number of characteristics of the transactional leader:

1. Determines the paths of subordinates that contribute to the achievement of objectives.
2. Gives incentives to subordinates to push them to achieve goals.
3. Removes obstacles from the path that leads to the achievement of goals.
4. Increases the satisfaction of subordinates through incentives.
5. Avoids risk significantly.
6. Cares about the time limits of performance.
7. Addresses what exists as a means of retaining control.
8. Pay attention to the identification of deviations and take corrective action

Saleem, (2013) pointed out that it represents a set of influences and social exchanges where both the leader and the followers have the power to negotiate effectively on the roles of the work. Therefore, transactional leadership is based on the concept of the role of the followers, where interaction between the leader and the followers develops the relationship between them. A swap relationship is a product of certain roles when the followers are able to perform these roles

successfully, the leader realizes that the followers can be relied upon and therefore will be required to take on additional roles. Samir and Zahra, (2019) defined it as a type of a type of leadership in which the leader seeks to manage the organization through rules, regulations, strict discipline and organized control.

### 3-2-1. Transactional Leadership Dimensions

Aga, (2016); MacKenzie, (2001); Podsakoff et al., (1984); Al-Aidy, (2015) cited a number of basic dimensions agreed by most academic studies table (3).

Table (3): Leadership Dimensions

1	<b>Provide Performance Requirements</b>	Deichmann & Stam, (2015); Smith, (2015) concluded that before the commencement of the application of the transactional leadership concept, both the leader and followers must be fully aware of this concept and understood all its ideas. First of all, the leader must meet with the followers to see how they can implement the goals of the organization and whether they are able to accomplish the tasks they will be assigned. Weaknesses should also be identified and addressed, targets that might be difficult to implement by followers, discussed and compromise. The Leader must ask the followers about the requirements that must be provided to achieve the required achievement. The subordinate Leader also gives the freedom to choose the way they find appropriate in achieving goals quickly. The followers should be aware of all regulations and ratios required to be achieved and when they receive the reward and what should be avoided in order to ensure that they are not punished, and this is the first step to the implementation of transactional leadership, one of the most important dimensions.
2	<b>Conditional Reward</b>	The efforts of the followers are met with certain rewards and occur when the leader rewards the followers based on their performance. In this case, the followers are in agreement with their leader about what to do to get the reward. With a reward approach, effective solutions to poor performance and work problems are found, especially in the absence of good planning. In this case, the transactional leader uses conditional rewards to get out of the crisis by encouraging followers to change their behavior. This type of conditional reward has a positive impact on followers and motivates them to work and achieve the goals of the organization (Fletcher et al., 2019), (Groves & LaRocca, 2011).

3	<b>Conditional Punishment</b>	The Leader sets out the idea of conditional punishment, and clarifies the reasons that lead to the imposition of the punishment where the Leader must explain to the followers these reasons, as well as the Leader, sets a set of standards for production and if the followers fail to reach this percentage are subjected to the punishment may be individual punishment in case of breach of the employee in the investigation Proportion of production required, and also the leader to follow the work and warns the followers if the proportion of their production began to decline and become close to the level to which they are subject to punishment. Conversely, if the employee changes his behavior by correcting the error, the penalty will be canceled (Hater & Bass, 1988), (Smith, 2015).
4	<b>Active Exception Management</b>	By focusing the attention of leaders on irregularities, errors, and deviations that go outside the standards, where the leader practices the method of monitoring errors directly and closely and follow the source of these errors, and follow the rules and implementation to avoid errors before they occur and reduce the impact on performance, and the leaders take action Corrections When professional failures emerge and work is off the benchmarks, according to the concept of active management, leaders are proactive and apply corrective actions to improve performance and standards in line with organizational policies (Jensen et al., 2010) (Rowold, 2005).
5	<b>Static Exception Management</b>	In this case, transactional leaders are passive and inactive, waiting for organizational problems and deviations to occur and spiral out of control and the problem grows and then they take corrective action when the magnitude of the problem worsens and spiral out of control and then intervene to solve it. The exception management is a policy through which the management of the organization devotes it's time to chart the strategic path of the organization only and attention to material deviations that need to be examined and study, and leave the rest of the problems and other deviations in the organization. This is because managers cannot supervise all activities of the organization and focus all their energy on matters of greater importance and managers believe that the less important matters should be delegated to others (Jiang et al., 2019), (Maher, 1997).

### 3-3 Empowering Leadership

Empowering leadership aims to develop skills for self-leadership. Leadership behaviors involve promoting independent work, thinking about

opportunities, self-development and self-reward as well as identifying participatory goals and decision-making (Zhu et al., 2019).

Empowering leadership can play a catalytic and substantive role to stimulate participation. Behavior enabling leadership enables staff to meet basic needs to enhance self-control and to achieve a set of objectives (Matić et al., 2017):

1. Encourage followers to use self-reward.
2. Allows followers to participate in setting participatory goals.
3. Encourage teamwork as well as independent work.
4. Contribute to the smooth transfer of power to subordinates.
5. Enhance the ability of followers to enhance their destiny and increase their feelings of empowerment.
6. Reduce the pressures associated with change such as mistrust.
7. Promotes motivation and achievement.

Auh et al., (2014) pointed out that empowering leadership contributes to the multiplication of the efforts of all workers and that it contributes to the empowerment of our organizations and creates a more capable and better world due to the multiplier effect of joint action. Li et al., (2015) believes that it is a key factor and positively affects behavior Creative staff empowerment and leadership arises from structural empowerment. This helps create a supportive environment in which subordinates are empowered and independent in their work and decision-making. Li et al., (2017) noted that empowering leadership is a series of behaviors demonstrated by presidents who delegate authority and responsibility to teams and individuals, such as encouraging subordinates to express their views, supporting participation in decision-making, supporting information sharing, delegating authority and responsibility to lower levels of sequencing Organizational hierarchy, promoting bottom-up decisions is one of the most important features of empowering leadership. Through these features, leaders aim to improve the skills of self-creativity, self-motivation and self-management, so that subordinates achieve self-leadership and actively participate in daily practices Boonyarit et al., (2010) argues that empowering leadership is a heterogeneous concept that includes different approaches such as Supportive leadership, participatory leadership, leadership of self-managed teams, and coaching. Empowering leadership and knowledge sharing are strongly linked. Knowledge sharing is crucial for a leader to empower employees. The leader also has an intermediary role that encourages knowledge sharing in any organization. Empowering leadership is thus a catalyst for knowledge sharing. Morgan Tuuli et al., (2012) added that empowering leadership positively affects employee-oriented citizenship behaviors. He added that empowering leadership behaviors

involves shifting the source of control from leader to subordinate, a method that transfers information, resources and control to employees.

Srivastava et al. (2006) defined empowering leadership as the process of implementing conditions that allow for sharing power with an employee by determining the importance of an employee's job, providing greater autonomy in decision-making, expressing confidence in employee abilities, and removing barriers to performance. Empowering leadership often consists of a range of management practices, such as delegation, participatory decision-making, persuasive and encouraging communication, performance development and mentoring. According to the model of cultural self-representation, we suggest that empowering leaders will enhance the core capabilities of their followers through these management practices. Hakimi (2010) argues that empowering leadership enables leaders to delegate authority and express confidence in high performance. Followers may feel obligated and able to proactively expand their behavior at work and proactively share leadership responsibilities, such as planning, organizing, problem-solving and decision making. Research has shown that the more job followers they think they are entitled to do, the more confident they will have to take on wider roles at work. In addition, with delegated authority and other resources (for example, providing autonomy from bureaucratic constraints) gained to empower leaders, followers are likely to enjoy more flexibility in their work. Furtner & Baldegger, (2016) added that enabling team-oriented leadership can also remove a number of organizational and functional constraints, thereby increasing the self-determination of team members. As a result, team members can help their colleagues without fear of the negative consequences of giving up specific tasks. The feelings of the feasibility team members are enhanced, increasing their satisfaction and, ultimately, their willingness to help. Pearce & Sims, (2000); Furtner, (2016) noted that empowering leadership helps employees understand the purpose and objectives of the organization as well as helping employees understand the importance of their work in the overall effectiveness of the organization, consulting staff on decisions that affect them, granting empowerment to employees will enable them to deal with difficult tasks and the ability to address their past mistakes, give the authority of self-government to subordinates and make decisions without consulting the senior leadership to be better able to meet the needs of customers, also requires leadership to be simple rules and regulations and give more freedom to employees in the completion of tasks as they deem appropriate.

### **3-3-1 Empowering Leadership Dimensions**

Pointed in table(4): Matic et al., (2017); Auh et al.,(2014); Arnold et al., (2000).

Table (4) Empowering Leadership dimension

1	<b>Leading by Example</b>	Grill et al., (2017), Latu, (2013) noted that the leader leads by example when a leader is able to take responsibility for the rest of his team and honest in his relationship with employees and clients, as well as being courageous, takes risks and enjoys a high degree of organizational commitment. Other things that make the leader leads by example are his recognition of the failures and defeats that he is exposed to during the work, preserves the work to overcome obstacles, searches for alternative solutions in record time, his ability to listen to others, the leader attends continuously and do not miss the followers for a long time and always be the front.
2	<b>Participative Decision-Making</b>	Organizations are benefited from the perceived Motivation effects of employees especially when the staff is involved in the decision-making process that leads to improve understanding and perceptions among colleagues and superiors and enhances the value of employees in the organization. Participative decision-making by the senior management team could lead to the completion of the decision-making process and may increase the commitment of team members to the final decisions. In participative decision-making, each team member has the opportunity to share their views, express his ideas and use his skills to improve the effectiveness and efficiency of the team. Participative decision-making can have a wide range of organizational benefits and increased job satisfaction (Lorinkova et al., 2013), (Martin, 2013) .
3	<b>Coaching</b>	Coaching is a form of development in which someone called a coach supports the learner or client in achieving a particular personal or a professional goal. Through coaching, a leader can prepare employees to be abler to raise their levels of psychological empowerment. Moreover, through the implementation of coaching programs, we can identify the weaknesses of each employee and work again to develop new training programs to overcome this weakness. Coaching also gives employees the ability to solve quickly their problems in the future. Also, through employees joint coaching programs, the staff will be closer to each other that contribute to strengthen of the social relations among themselves, which facilitates the transfer of information between the working groups in the organization as a result of these relationships (Li et al., 2017), (Keyes et al., 1999).

4	<b>Informing</b>	It is considered an important dimension as it is related to achieving trust between the leader and the followers, this can only be achieved if the senior leadership informs about the objectives and the future vision of the organization and the followers are fully aware of all regulations and decisions and how they are applied by the senior leadership. Once the full information is available to the staff, they will be able to do their jobs without making any mistakes, moreover it will increase their commitment and loyalty to the organization, which has shown them the rules for working properly, and their ability to participate in decision-making is increased as a result of the availability of the complete information and high confidence rates among all parties in the organization (Mo & Yu, 2017) (Mendes & Stander, 2011).
5	<b>Showing Concern/ Interacting with the Team</b>	For the success of the empowerment process, the leader needs to pay attention to the personal problems of each member of the team and to hear their problems and show anxiety towards them, where showing anxiety from the leader towards other members of the team is an effective element within the team, which contributes to raise morale and increase the levels of empowerment of employees, as well as requires the leader to determine who are the actual team members, and work to improve the levels of communication between all individuals. Also, an information exchange platform should be provided where staff can participate in project updates and ideas and participates with new questions and concerns. This is what makes team members in constant contact, and should also encourage occasional interactions between team members and the participation of the leader with them in the occasional conversations about daily life to be more convergence and reach a stage of full harmony among all members, which increases the levels of communication between team members and work cooperatively (O'Hagan, 2010), (Krook et al., 2014).

### 3-4. Strategy Map

The strategic map is an integrated virtual model of the quadrennial activities of the organizations. The strategic maps are applicable in detail to all situations and in all organizations, whether in the public or private sector or in profit or non-profit organizations (Moraga et al., 2020). A strategic map is a tool for coordinating different and conflicting objectives. Investment in non-in-kind assets by human capital through coaching often leads to increased costs in the short term. At the same time, it leads to long-term revenue. Investment

considerations and costs often conflict in the long term than in the short term. Kádárová et al., (2015) added that strategic maps help to identify the key objectives to uncover gaps in your strategy before fundamentally identifying anything and starting the implementation. The strategic maps show how the organization generates its intangible resources such as employee knowledge, customer relations, and strategic value. Jones (2016) believes that strategic maps give employees an understanding of how their jobs contribute to the higher-level of strategic goals especially when the staff teams know that their efforts contribute to the overall goals of the organization and that their efforts are a major driver of productivity and morale booster. Lowe et al., (2011) considers that the strategic map represents an integral hypothetical model of the elements of a successful strategy in the agreement of stakeholders in the way the organization works.

It reveals the extent of success or failure in the strategy of the organizations and the content of achieving that relationship chart the paths of the strategic map, through the framework of linking tangible and intangible assets to create a value for stakeholders, it demonstrates how an organization can build sustainable value for its customers, stakeholders, and society. The strategic map identifies the combination of the proposed value to customers. The main objective of the strategy is to provide a suggested value to customers that are different from that is offered by competitors. This requires identifying the following elements, for example, which target customers are targeted. What is the proposed value mix that appeals to customers (Merchant & Chen, 2010). According to Dror & Barad, (2006) the strategic map includes the current inputs of the organization, which are usually formed based on the experience and knowledge of managers and experts. The strategic map contains the strategic objectives of the organization, assembled according to the views of experts and the causal relations between them. The ability to visualize causal relationships between strategic objectives allows an understanding of the strategy. The use of the strategic map will have positive effects on performance.

Rasche, (2007) referred that the strategic map is a visual representation of the overall objectives of the organization and how they link to each other. They are formed during the strategic planning process and are used as key reference materials during the examination procedures and the periodic review of the strategy. The strategic map includes four dimensions, which will be explained in detail later. Paladino, (2007) considers that the strategic maps show selected indicators and planned values of these indicators in the form of goals and drivers capable of influencing values for each fundamental probability of the organization. Strategic maps outline the roles and responsibilities to be



implemented and that indicator must be developed towards creating value for the organization. González et al., (2012) added that it is a tool that provides employees with a clear idea of the direction of their work in order to achieve the organizational goals, which is a visual idea of the critical points and how to address them to achieve the high performance of the organization. Barad & Dror, (2008) added that the strategic maps identify specific capacities within the intangible assets of the organization such as human, information and organizational capital necessary to provide exceptional performance of the critical internal operations of the organization, and the map is often formed in a descending direction where each dimension is completed in the context in order to run the higher dimension. Barad & Dror, (2008) added that the strategic maps identify specific capacities within the intangible assets of the organization such as human, information and organizational capital that are necessary to provide exceptional performance of the critical internal operations of the organization, and the map is often formed in a descending direction where each dimension is completed in the context in order to run the higher dimension. Buytendijk, et al., (2010); Cugini et al., (2011) referred that the main objective of the strategic map is to facilitate the translation of the strategy into operational terms and to inform the staff of the extent to which their jobs relate to the overall objectives of the Organization. It aims also to help the organizations to focus on their strategies in a comprehensive, concise and systematic manner and also can enhance participation and commitment through the strategic maps. Green, & Cheng, (2019) referred that the strategic map facilitates managers' understanding of the organization's strategy and the importance of financial and non-financial information to this strategy. Specifically, it describes the organization's strategy through explaining the causal linkages between strategic objectives in the short term (within financial and client perspective) and medium to long term (within the internal business process and learning and growth perspectives). A strategic map is initially designed to improve internal decision-making and enables managers to develop a coherent mental model of these causal relationships. For performing that managers are allowed to distinguish between relevant and irrelevant work trends.

Al-Obeidy and AlJanabi, (2017) indicated that the strategic maps represent a representation of causal relationships, and show how to link sub-strategic objectives with each other and the key performance indicators through successive sets of causal default relationships, so the logical correlation of cause is an innovative vision of the scorecard as a link between strategic perspective of the organization and short-term plans and activities, and indicates that the strengths of the strategic map lie in three elements:

1. Ability to illustrate the strategic image of the organization in a schematic way.
2. Present a set of cause-and-effect relationships that illustrate the interrelationship between strategic components.
3. Present complex concepts in a clear way.

### 3-4-1 Dimensions of the strategic map

Most studies agreed on four basic dimensions in the implementation of the strategic map. The research was based on the studies of Abdul-Basir, (2014); Pastor et al., (2008); Quezada et al., (2018) for a simplified explanation of these concepts. See table (5).

Table (5) the strategic map dimensions

1	<b>Financial Dimension</b>	The performance of the Organization is determined by the difference between expenditure and income. It is a loss, a gain or a draw. In the long term, an organization can make a positive gain in two ways: increasing revenues by selling more products and services, or reducing costs by increasing productivity and activating the role of other supporting elements of the capital component. The meaning of success and failure is determined by the level of cash flows and movements of liquidity, profit, and loss. They answer the question: If we succeed, how do owners and shareholders benefit? This indicator confirms the increase in the profit margins, fixed income, revenue and additional growth opportunities as key financial drivers of service which focuses on products in increasingly competitive industries. The organization aims to develop production strategies for enhancing the profitability in the short term through improving production and internal processes and reducing operating expenses and costs, and making a comparison between what is on the market and the volume of production processes, using assets efficiently, maintaining the reasonable prices, increasing the investment in market opportunities, Striving to achieve the cost savings and competitive advantage, the entry of new sectors, increasing portfolio of the existing customers. The organization is developing strategies to reorganize offers to support sales and rectify financial imbalances in the medium and long term (Rabetino et al., 2017).
2	<b>Customer dimension</b>	The strategy is summarized in a specific way in which the organization offers a value proposition to its clients so that it has a degree of sustainability . There are only two ways to offer a permanent value proposition to customers: either offering the same quality at a lower price than competitors or distinguishing

		<p>products from competitors even if they are of the same quality and the same price or higher quality and price. Accordingly, customer management in the strategic map is divided into three sub-departments: marketing features of products (price, quality, and abundance), customer relationship (customer experience with the organization while obtaining its products), brand and mental status (advertising campaigns and marketing). The measurement indicators needed to understand the progress of this area are as follows: (Customer profitability, market share, share of client portfolio (what percentage of customer's income is spent on your products compared to competitors), customer leakage rates, and customer satisfaction levels. Meet different customer needs and offer present value design to solve customer problems and this requires a double shift from product functionality and efficiency to product effectiveness for specific client operations and to develop long-term customer relationships and agreements. There are three types of customers (Radomska, 2015):</p> <ol style="list-style-type: none"> <li>1. Customers who "do it themselves" are the ones who only request basic services.</li> <li>2. "Do it with the" customers who ask for simple services.</li> <li>3. Customers who "do so for them" are required to pay for the services provided while they are contracted to use the product.</li> </ol> <p>As a result, each segment of customers requires a different value and this requires the organization to work towards differentiation in product innovation, establish intimate relationships with customers, and the ability to lead the product.</p>
3	<b>Operational Dimension</b>	<p>this dimension area describes how the strategy will be achieved directly and it is reflected in the organization's in-kind outputs. It consists of Operations Management, Customer Relationship Management, New Product Innovation, Managing Personnel Policies, and Human Resources. Each of these items is subdivided according to the situation of the Organization. At the third level of the map, internal processes determine how the company creates and delivers the required value for each customer segment through the production of basic operational processes. The organization also needs to focus its activities, integrate its supply chains and achieve flexibility and cost efficiency and provide valuable and cost-effective services and identifying new service opportunities. Implementing customer management processes and practices are critical for building long-term quality relationships with customers, innovations to</p>

		develop new offers must be based on a comprehensive understanding of the current and future customer needs and the value dimensions. Through the organization to reconcile their internal processes and take advantage of them, other organizations can enhance their competitive advantage while exploiting different operational programs in terms of cost and value where organizations can reduce costs by taking advantage of economies of scale and scope, and reducing delivery costs, manufacturers can also emphasize long-term relationships with customers (Armitage & Scholey, 2006).
4	<b>Growth and Development Dimension</b>	This area helps the organization to continue giving and leave a mark in the society in which it operates. It deals with the following four items: indigenous culture, leadership, budgetary and coordination of activities, and team spirit. The learning and growth perspective is separated into the strategic map in both human capital, informational capital, and organizational capital. These are the intangible assets of the organization which have been described as “knowledge that exists in the organization to create a differential advantage or represents the capabilities of the staff of the organization to meet customer needs”. Human capital involves the availability of skills, talent, and know-how to perform the activities required by the Organization's strategy. The organization must also invest a lot of time and money in staff training. Technology-equipped organizations can also provide training programs to ensure that the employees use the system well (Xiao et al., 2014).

#### 4. Practical aspect: Data analysis and results

The current paper investigates the effects of all changed to strategic intelligence, strategic map. The mediating role of transactional leadership and Empowering Leadership between Strategical Intelligence and Strategical maps were also tested. All the analysis is done by using the IBM statistical package for social science (IBM SPSS V.25). Before going into the deep analysis, we present the reliability and validity scale analysis and provide some basic descriptive statistics to describe the basic features of the data in the study and provide simple summaries about the sample and the measures.

Table (6): Reliability and Validity analysis

Variables	Type	Cronbach's Alpha	Validity Coeff.
Strategical Intelligence	Independent	.569	.754
Empowering Leadership	Moderator	.503	.709
Transactional Leadership	Moderator	.243	.493
Strategical Map	Dependent	.603	.777

For the reliability and validity analysis in a table (6), we found that the values of Cronbach's Alpha are all higher than 0.6 which a good indicator for high consistency between the research questions. Regarding validity analysis, we found that all values of the validity coefficient are near 0.7 indicates high validation. Table (7) shows some basic descriptive statistics of the data in the study, mainly the mean, standard deviation (SD), Skewness, and kurtosis.

Table (7): Descriptive statistics of Constructs and Their Dimensions

Variable	Dimension	Mean	SD	Skewness	Kurtosis
Strategical Intelligence (SI)	Foresight	3.7354	.61597	-.591	-.066
	Future vision	3.5428	.92603	-.312	-.578
	Systems Thinking	3.4565	.93260	-.211	-.993
	Motivation	4.3035	.63838	-1.126	1.377
	Partnership	3.1930	.71422	.090	-.092
	Intuition	3.5370	.57290	.214	-.116
	Innovation	3.4501	.77630	.215	-.880
	Average	3.5420	.36348	-.115	-.134
Empowering Leadership (EL)	Providing performance requirements	4.0195	.70094	-.729	-.201
	Conditional reward	4.0389	1.3801	-1.041	-.452
	Active exceptional management	4.2588	.77823	-1.317	1.972
	Static exceptional management	3.9047	.88037	-.724	.358
	Average	3.9416	.57727	-.682	-.246
Transactional Leadership (TL)	Decision-Making Participation	4.0130	.54471	-.372	.039
	Coaching	3.9891	.52697	-.263	-.461
	Informing	3.0934	.80089	-.031	-.417
	Showing Concern	3.7925	.53314	-.224	-.473
	Average	3.8260	.32950	-.139	-.504
Strategic Map (SM)	Financial dimension	3.4076	.74868	-.045	-.993
	Customer dimension	4.1219	.66979	-1.309	1.816
	Operational dimension	3.1533	.83722	-.016	-1.039
	Growth and development dimension	3.2623	.54702	.937	.575
	Average	3.4161	.43757	.396	.093

The moderator variable EL has a higher mean ( $M = 3.94, SD = .58$ ). Then, the other moderator variable TL with ( $M = 3.83, SD = .33$ ). Then, the independent variable SI with ( $M = 3.54, SD = .36$ ). Finally, the response variable SM with ( $M = 3.42, SD = .44$ ). The Skewness and kurtosis values in a table (7) indicate that most variables are normally distributed since the values of Skewness less than  $\pm 1$  and the values of kurtosis are less than  $\pm 3$ .

We can see from Figure (1) that taking empowering leadership as a modified variable in the relationship between strategic intelligence and strategic map was more consistent, and this indicates that the respondents were willing to enable leadership, On the contrary, when using the transactional leadership model there was a dispersion in the sample acceptance of this model where we note the significant decrease as in the figure below.

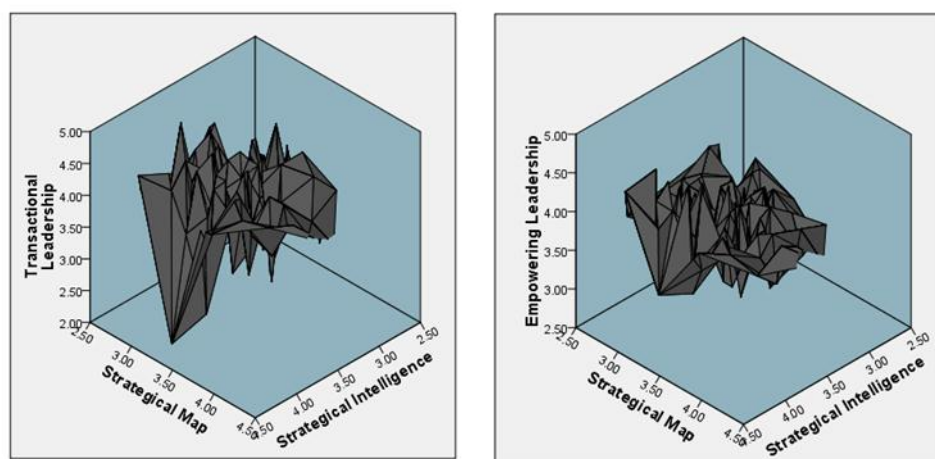


Figure (1): Visualization of the Variables

Table (8): Correlation Matrix of the Study Constructs

		SI	EL	TL	SM
SI	Pearson Correlation	1			
	Sig. (2-tailed)				
EL	Pearson Correlation	.444***	1		
	Sig. (2-tailed)	.000			
TL	Pearson Correlation	.361***	.370***	1	
	Sig. (2-tailed)	.000	.000		
SM	Pearson Correlation	.216***	.252***	.374***	1
	Sig. (2-tailed)	.000	.000	.000	
* P < 0.05, ** P < 0.01, *** P < 0.001.					

Table (8) shows Pearson product-moment correlations between each pair of variables. We can observe that all variables are highly correlated with each other. of particular interest is the relationship between the dependent variable “SM” with the independent variable “SI” and the moderator variables “EL” and “TL”. We can observe that there are weak positive significant correlations between the dependent variable with the independent variable ( $r(257) = .216, P < 0.001$ ), with the moderator variable EL ( $r(257) = .252, P < 0.001$ ), and with the moderator variable TL ( $r(257) = .374, P < 0.001$ ).

### 5. Steps of the analysis:

1. Converting the data into Z scores (standardization).
2. Obtain the interaction variables between the moderator variables and the independent variable.
3. Applying the hierarchical multiple regression where the independent and the moderator variable were entered at the first step and then the interaction variable in the second step.
4. Checking the assumptions of the regression model; i.e. no multicollinearity, no outliers, and normality of dependent variable/residuals.
5. Checking the significance of the second regression model through the F test; i.e. the significant effect of the interaction term.
6. Applying the second approach; the path analysis.
7. Estimating the Effect Size which represents the ratio of the explained variation of the model before and after adding the interaction variable. Following Cohen (1988), Selya et al. (2012), we can calculate the effect size as follows:

$$f^2 = \frac{R_{Y.AI}^2 - R_{Y.A}^2}{1 - R_{Y.AI}^2}$$

where  $f^2$  is the effect size,  $R_{Y.AI}^2$  is the R-squared resulting from the model with the interaction variable, and  $R_{Y.A}^2$  is the R-squared resulting from model without interaction variable. Cohen (1988) defined values of size effect near 0.02 as small, near 0.15 as medium, and above 0.35 as large.

8. Using Mod Graph software to plot the interactive relationships between the variables.

### 5-1. Taking Empowering Leadership as a moderator variable

#### I) Hierarchical Multiple Regression Approach

A hierarchical multiple regression analysis was conducted to evaluate the moderation role of Empowering Leadership on the relationship between Strategic Intelligence and Strategic map.

Table (9): Summary of Hierarchical Regression model

Model	R	R Square	Adj. R Square	Change Statistics				
				$\Delta$ R Square	$\Delta F$	df1	df2	$\Delta$ Sig. F
1	.277	.077	.070	.077	10.574	2	254	.000***
2	.372	.138	.128	.062	18.069	1	253	.000***

\*P < 0.05, \*\*P < 0.01, \*\*\*P < 0.001.

Table (9) shows the summary of the hierarchical multiple regression model to evaluate the moderation's role of EL on the relationship between SI and SM. We can observe from a table (9) that the correlation coefficient between the dependent and input variables turns from weak correlation in model 1 (model without interaction term) to moderate correlation in model 2 (model with interaction term).

The change in R Square in the second model ( $\Delta$  R Square = .062) and the change in F test ( $\Delta F = 18.1, df = 1, 253, P < 0.001$ ) is highly significant.

Table (10): Hierarchical Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		$\beta$	Std. Error	Beta			TOL	VIF
1	Constant	-1.815E-15	.060		.000	1.000		
	SI	.129	.067	.129	1.924	.056	.803	1.246
	EL	.194	.067	.194	2.888	.004**	.803	1.246
2	Constant	-.102	.063		-1.621	.106		
	SI	.147	.065	.147	2.259	.025*	.799	1.251
	EL	.179	.065	.179	2.745	.006**	.800	1.250
	SI* EL	.231	.054	.249	4.251	.000***	.995	1.005
*P < 0.05, **P < 0.01, ***P < 0.001.								

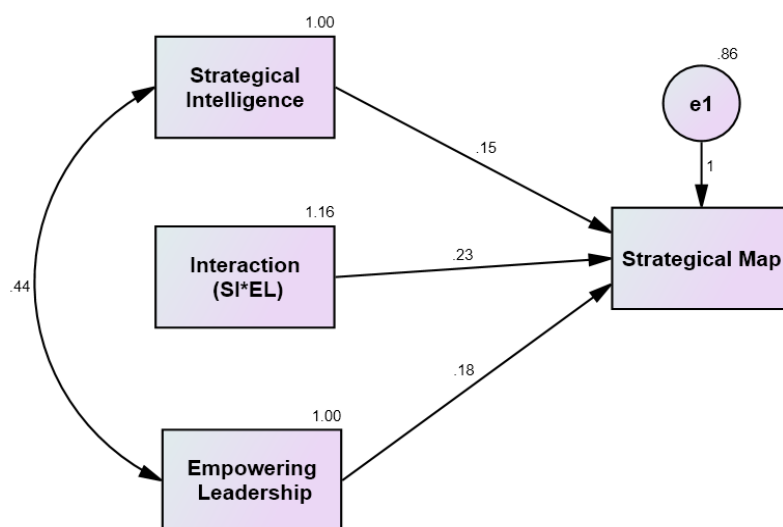
\*P < 0.05, \*\*P < 0.01, \*\*\*P < 0.001.

Table (10) shows the coefficients of the hierarchical multiple regression model. In the first model; we can observe that SI is not significant, but EL is statistically significant. In the second model after we add the interaction term; we can see SI has a significant positive effect ( $\beta = .147, P = .025$ ) on SM, and EL has significant positive effect ( $\beta = .179, P = .006$ ) on SM. While the interaction term (SI\* EL) has significant positive effect ( $\beta = .231, P < 0.001$ ) on SM. The values of TOL and VIF indicate that there is no multicollinearity problem; since  $VIF < 5$  and  $TOL > 0.2$ .



## II) Path Analysis Approach

The path analysis in figure (2) shows the relationship between the variables in the study, we observe a positive relationship between Strategic Intelligence and Strategic map with standardized estimated values 0.15. Also, there is a positive relationship between empowering leadership and Strategic map with standardized estimated values 0.18. The interaction term has a positive relationship with the Strategic map by 0.23.



### Overall Model Fit

CMIN/DF= .649  
 GFI= .997  
 NFI= .986  
 RFI= .959  
 IFI= .999  
 TLI = .999  
 CFI =.999  
 RMSEA = .001

Figure (2): Path Analysis for testing the moderation role of Empowering Leadership on the relationship between Strategic Intelligence and Strategic map.

The model fit indices in figure (2) show a perfect fit; since CMIN/DF less than 5, RMSEA is less than 0.1, and the other indices are above 0.9. Therefore, path analysis has a higher level of fit.

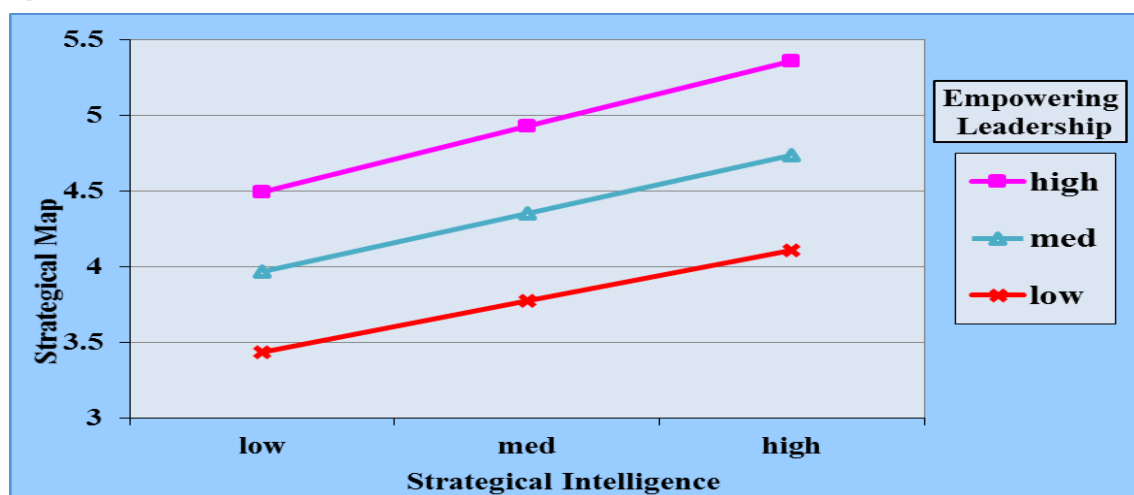
Table (11): Regression Weights: Maximum Likelihood Estimates

Path			Estimate	S.E.	C.R.	P
Strategical Map	<---	Strategical Intelligence	.147	.065	2.277	.023*
Strategical Map	<---	Interaction (SI*EL)	.231	.054	4.287	.000***
Strategical Map	<---	Empowering Leadership	.179	.065	2.765	.006**
*P < 0.05, ** P < 0.01, *** P < 0.001.						

Table (11) shows the regression coefficient of the path analysis, the standard errors, the critical ration, and the p-value.

There is a significant effect of Strategic Intelligence on Strategic Map since ( $\beta = .147, S.E = .065, P < 0.05$ ). Also, there is a significant effect of Empowering Leadership on

Strategic Map since ( $\beta = .179, S.E = .065, P < 0.01$ ). Finally, there is a significant effect of the interaction variable (SI\*EL) on Strategic Map since ( $\beta = .231, S.E = .054, P < 0.001$ ).



Empowering Leadership	Low	Med	high
high	4.49205	4.92490	5.35775
med	3.96486	4.34925	4.73363
low	3.43768	3.77359	4.10950

Figure (3): The Moderating Rule of Empowering Leadership on the Relationship between Strategic Intelligence and Strategic Map

Applying the Cohen's effect size rule, we get  $f^2 = 0.07$  which is a small effect. So, it can be safely concluded that the Empowering Leadership positively moderates the relationship between Strategic Intelligence and Strategic Map.

## 5-2 Taking Transactional leadership as a moderator variable

### I) Hierarchical Multiple Regression Approach

A hierarchical multiple regression analysis was conducted to evaluate the moderation role of Transactional leadership on the relationship between Strategic Intelligence and Strategic map.

Table (12): Summary of Hierarchical Regression model

Model	R	R Square	Adj. R Square	Change Statistics				
				$\Delta R$ Square	$\Delta F$	df1	df2	$\Delta$ Sig. F
1	.384	.147	.141	.147	21.937	2	254	.000***
2	.413	.171	.161	.024	7.211	1	253	.008**

\*P < 0.05, \*\*P < 0.01, \*\*\*P < 0.001.

Table (12) shows the summary of the hierarchical multiple regression model to evaluate the moderation's role of TL on the relationship between SI and SM. We can observe from the table (12) that the correlation coefficient between the dependent and input variables is moderate.

Table (13): Hierarchical Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		$\beta$	Std. Error	Beta			TOL	VIF
1	Constant	-9.465E-16	.058		.000	1.000		
	SI	.093	.062	.093	1.495	.136	.870	1.150
	TL	.340	.062	.340	5.478	.000***	.870	1.150
2	Constant	-.052	.060		-.857	.392		
	SI	.123	.062	.123	1.977	.049*	.841	1.189
	TL	.354	.062	.354	5.745	.000***	.864	1.158
	SI* TL	.144	.053	.158	2.685	.008**	.944	1.060
*P < 0.05, **P < 0.01, ***P < 0.001.								

The change in R Square in the second model ( $\Delta R \text{ Square} = .024$ ) and the change in the F test ( $\Delta F = 7.2, df = 1, 253, P < 0.01$ ) is significant. Table (13) shows the coefficients of the hierarchical multiple regression model. In the first model; we can observe that SI is not significant, but TL is statistically significant. In the second model after we add the interaction term; we can see SI has significant positive effect ( $\beta = .123, P = .049$ ) on SM, and TL has significant positive effect ( $\beta = .354, P < .001$ ) on SM. While the interaction term (SI\*TL) has significant positive effect ( $\beta = .144, P < 0.01$ ) on SM. The values of TOL and VIF indicate that there is no multicollinearity problem; since  $VIF < 5$  and  $TOL > 0.2$ .

## II) Path Analysis Approach

The path analysis in figure (4) shows the relationship between the variables in the study, we observe a positive relationship between Strategic Intelligence and Strategic map with standardized estimated values 0.12. Also, there is a positive relationship between transactional leadership and Strategic map with standardized estimated values 0.35. The interaction term has a positive relationship with the Strategic map by 0.14.

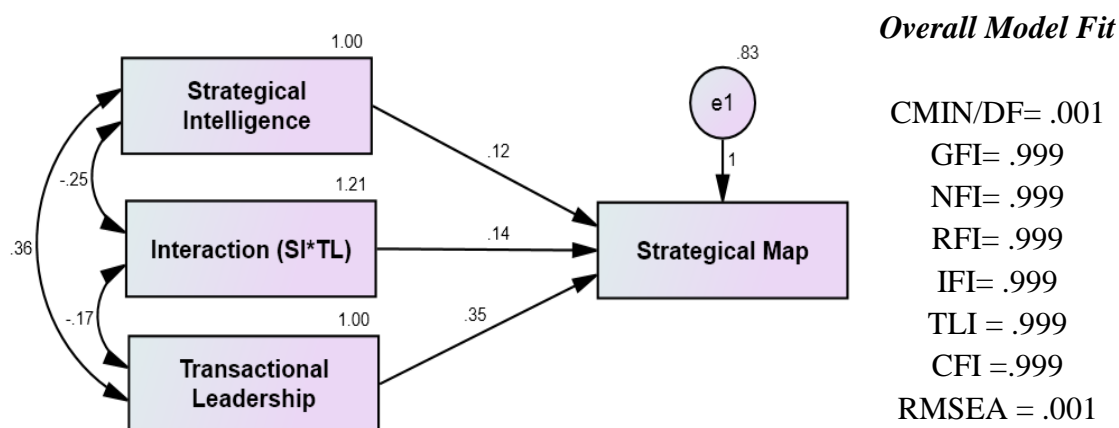


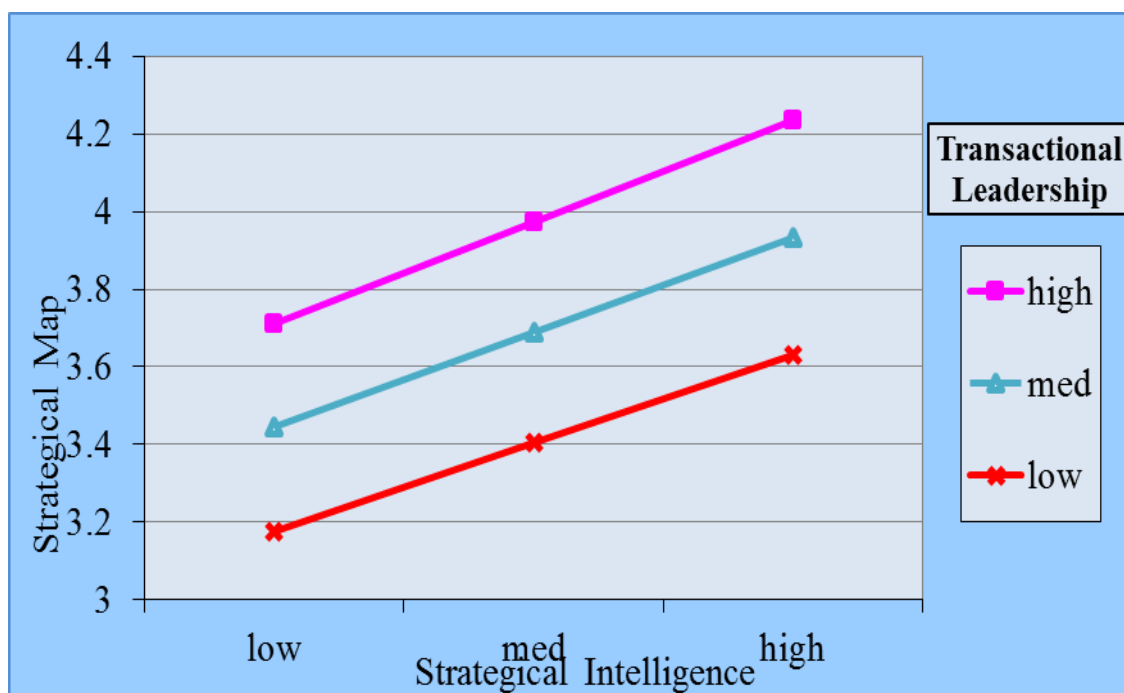
Figure (4): Path Analysis for testing the moderation role of Transactional leadership on the relationship between Strategic Intelligence and Strategic map.

The model fit indices in figure (4) show a perfect fit; since CMIN/DF less than 5, RMSEA is less than 0.1, and the other indices are above 0.9. Therefore, path analysis has a higher level of fit.

Table (14): Regression Weights: Maximum Likelihood Estimates

Path			Estimate	S.E.	C.R.	P
Strategical Map	<---	Strategical Intelligence	.123	.062	1.989	.047*
Strategical Map	<---	Interaction (SI*TL)	.144	.053	2.701	.007**
Strategical Map	<---	Transactional Leadership	.354	.061	5.779	.000***

\*P < 0.05, \*\*P < 0.01, \*\*\*P < 0.001.



Transactional Leadership	Low	med	high
high	3.71201	3.97422	4.23643
med	3.44455	3.68951	3.93448
low	3.17709	3.40481	3.63253

Figure (5): The Moderating Rule of Transactional leadership on the Relationship between Strategic Intelligence and Strategic Map

Table (14) shows the regression coefficient of the path analysis, the standard errors, the critical ration, and the p-value.

There is a significant effect of Strategic Intelligence on Strategic Map since ( $\beta = .123, S.E = .062, P < 0.05$ ).

Also, there is a significant effect of transactional leadership on Strategic Map since ( $\beta = .354, S.E = .061, P < 0.001$ ).

Finally, there is a significant effect of the interaction variable (SI\*TL) on Strategic Map since ( $\beta = .144, S.E = .053, P < 0.01$ ).

Applying the Cohen's effect size rule, we get  $f^2 = 0.03$  which is a small effect. So, it can be safely concluded that the Transactional leadership positively moderates the relationship between Strategic Intelligence and Strategic Map.

## 6. Conclusions and Recommendations

### 6-1. Conclusions

1. Strategic intelligence in all its dimensions and components is important in supporting the strategic map. A significant positive correlation was found between strategic intelligence and independent (modified) variables (Empowering Leadership, Transactional Leadership).
2. Check all direct and indirect search hypotheses.
3. The independent (modified) variable, empowering leadership, has a greater impact on the strategic map and unlike the second modified variable, transactional leadership. This indicates that the organization's employees are more willing to adopt the empowering leadership concept. Therefore, we must pay more attention to the dimensions of empowering leadership so that in the future we have competent leaders able to take advantage of the dimensions of strategic intelligence and the implementation of a more efficient strategic map.
4. Leaders must be aware of the importance of rewards that create motivation and a spirit of competition and this helps in achieving the objectives of the organization.
5. The system of conditional sanctions creates a feeling of unwillingness to be punished and this helps to achieve the goals of the organization without obstacles.
6. The use of strategic maps contributes to the development of the strategic performance of the company.

## 6-2. Recommendations

1. Leaders should adopt employees' new and innovative ideas and proposals, as well as staff skills and ways of thinking, shall be trained and developed on intuition and discovery.
2. The company's management should adopt a good incentive system that improves the performance of employees and increases their affiliation with the company, for example increasing the amount of the reward.
3. It is necessary to use the dimensions of strategic intelligence to strengthen and consolidate leadership qualities and to create new leaders such as creative leadership and other new leadership models.
4. The need for the company to focus on the foresight dimension and allow the flow of information to the decision-making bodies.
5. Striving to provide a regulatory environment that promotes future vision, encourages creative ideas and strengthens the concept of participation in decision making.
6. There should be a partnership with leading foreign companies in the industry of machinery, agricultural and industrial equipment. The company should introduce the production lines of modern irrigation equipment, this is because the competition in the field of machinery and agricultural and industrial equipment in the Iraqi market is little, and this is what we have reached by gathering the views of experts in the company.
7. Spread the strategic maps culture within the company. Moreover, prepare and train management leaders on how to implement strategic maps.

## Appendix A: Questionnaire Form

	Strategic Intelligence
	The First Dimension: Foresight
1	The organization's leadership extrapolates the future when developing its long-term strategy.
2	The management of the organization benefits from personal experience and self-potential in dealing with future events
3	The management of the organization exploits market opportunities Well to achieve its goals.
4	The management of the organization monitors changes in the external environment when the decision-making process.
5	Management anticipates the timing of changes in the strategic path
6	The management of the organization has the will and the ability to take the initiative in light of new perceptions
7	I think the decisions made in the organization are based on accurate analytical extrapolation for the future and what it contains changes and complications.

8	Management believes in the importance of extrapolating the future in achieving excellence and leadership in the long term.
	<b>The Second Dimension: The Future Vision</b>
9	The management of the organization has a vision of holistic dimensions that determine the direction of work.
10	The management of the organization uses its vision to unify the efforts of employees towards the organization's goals
11	The decisions of the organization are consistent with its strategic vision.
12	The management of the organization transforms the vision into reality within the organization's mission and objectives
13	The management of the organization works to convince the organization's employees and motivate them to believe in its strategic vision.
14	The vision clearly reflects the ideal mental image that the organization seeks
15	The management of the organization benefits from the experiences of local, Arab and international universities in determining the future direction of the organization
16	The management of the organization engages all staff in the development of the strategic vision
	<b>Third Dimension: Systems Thinking</b>
17	The management of the organization studies the new ideas together rather than separately considering their long-term value
18	The management of the organization t has the ability to integrate different elements for the purpose of analyzing them and understanding how they interact.
19	The management of the organization looks at the components of any problem as a single package rather than analyzing them as separate parts.
20	The management of the organization adopts new ways of learning and acquiring knowledge for strategic integration
21	I imagine the organization as an interdependent and harmonic parts system
22	The management of the organization has the ability to look at problems from different perspectives
23	The management of the organization strives to design and innovate Smart solutions that are atypical for intractable problems
	<b>The Fourth Dimension: Motivation</b>
24	The management of the organization t has the ability to motivate staff to implement its strategic vision and perceptions.
25	The management of the organization t is stirring up competition between employees to make more achievements.
26	The management of the organization t has a good incentive system that improves performance.
27	Management encourages employees to work as teamwork.

28	The management of the organization works to create an appropriate healthy environment that helps employees increase their achievements
29	The management of the organization urges employees to participate in decision-making and take responsibility.
30	The management of the organization gives great importance to reducing the sense of organizational alienation of the organization's employees.
	<b>The Fifth Dimension: Partnership</b>
31	The management of the organization sees the partnership as a good way for the university to achieve its vision and goals.
32	The effectiveness of the decision increases when it comes to allied organizations.
33	The management of the organization seeks to form strategic alliances with competing universities even locally and regionally.
34	The management of the organization believes that strategic alliances with other organizations allow it to benefit from its experience
35	The management of the organization believes that partnership style Provides to the university a collaborative framework for participation in scarce resources.
36	The management of the organization believes that a partnership approach gives the organization greater capacity to cope with complex competitive conditions
37	The management of the organization believes that the partnership approach may contribute to the development of the organization's staff capabilities and expertise.
	<b>The Sixth Dimension: Intuition</b>
38	The management of the organization has the ability to link, mix and develop new ideas.
39	The management of the organization in decision-making relies on the accumulated experience as well as careful analysis of the available information.
40	The management of the organization has the ability to anticipate business problems before they occur.
41	The management of the organization has the ability to respond quickly to emergencies.
42	The management of the organization believes in the importance of openness to the external environment.
43	The management of the organization accepts new and innovative ideas and proposals even if they contradict the prevailing ideas in the organization.
44	The management of the organization tries to adopt unconventional methods of decision-making.
45	The management of the organization seeks to train and refine the skills and



	ways of thinking of employees on intuition and discovery.
	<b>Seventh: Innovation</b>
46	The management of the organization encourages employees to experiment with new ideas without fearing failure to achieve.
47	The management of the organization seeks to identify the shortcomings and weaknesses of its work.
48	The management of the organization adopts creative ideas and suggestions from the staff even if they are financially expensive.
49	The organization's rules, regulations and procedures are characterized by simple, straightforward and free from routine and complexity.
50	The management of the organization rewards the owners of the creative ideas and proposals
51	The management of the organization tends to change their attitudes when it's convinced that they are untrue.
52	The management of the organization accepts criticism from others with an open mind.
53	The organization's management addresses problems that are experienced by the workers
	<b>Empowering Leadership</b>
	<b>The First Dimension: Leading by Example</b>
54	My manager puts for himself high standards of performance for his own behavior.
55	My manager works as hard as he can
56	My manager works hard to like anyone in my group
57	My manager provides a good example of the way he behaves
58	My manager leads the organization with ideals
	<b>The Second Dimension :Participative Decision-Making</b>
59	My manager encourages the members of the working group to express their ideas and suggestions
60	My manager listens to the ideas and suggestions of our working group.
61	My manager uses our workgroup suggestions to make decisions that affect us.
62	My manager gives an opportunity for all group members to express their views.
63	My manager takes into account the ideas of my workgroup when he disagrees with them
64	My manager makes decisions based solely on his own ideas.
	<b>The Third Dimension: Coaching</b>
65	My manager helps my team to see areas where they need more training.
66	My manager suggests ways to improve the performance of my group.
67	My manager helps group members to solve the problem together.
68	My manager encourages group members to share information with each other.

69	My manager provides assistance to workgroup members.
70	My manager teaches group members how to solve problems by themselves.
71	My manager gives attention to the efforts that drive my workgroup.
72	My manager tells our group when the performance is good.
73	My manager supports the work of our group.
74	My manager helps our group to focus on our goals
75	My manager helps to develop good relationships between the members of the working group
	<b>The Fourth Dimension: Informing</b>
76	My manager explains the organization's decisions
77	My manager explains the organization's goals
78	My manager explains how the work of our group is consistent with the organization.
79	My manager explains the purpose of the organization's policies to our working group.
80	My manager clarifies the rules and expectations of the group in which you work.
81	My manager clarifies his decisions and procedures to the group in which we work.
	<b>The Fifth Dimension: Showing Concern/Interacting with the Team</b>
82	My manager takes care of the personal problems of the members of the working group.
83	My manager shows concern for the welfare of the members of the working group.
84	My manager treats group members on an equal footing.
85	My manager takes part of the time to discuss the concerns of the group members patiently.
86	My manager shows interest in the success of the group members.
87	My manager keeps in touch with the work of my group.
88	My manager stays side by side with the members of my group.
89	My manager gives answers about integrity and fairness at work to my group members
90	My Manager knows what is being done by the group members.
91	My manager finds the time to chat with the group members.
<b>Transactional Leadership Scale 3, 4</b>	
	<b>The first dimension: Provide performance requirements</b>
92	The leader sits with the staff and asks them about the required supplies that meet the organization's objectives
93	The leader discusses the importance of providing the necessary supplies to achieve the organization's objectives
94	The leader gives the subordinates the freedom to choose the performance

	requirements that meet the objectives of the organization
95	The leader provides the exact supplies that are required by the employees whatever the cost, in order to achieve the objectives of the organization.
96	The leader follows up the supplies and the process of consuming them during the implementation period.
97	The leader assesses the role and effectiveness of the performance requirements after conducting the work.
	<b>The Second Dimension: The Conditional Reward</b>
98	The leader discusses with the subordinates the idea of conditional reward.
99	The leader motivates the employee when he works more than expected and seeks to achieve the goals of the organization.
100	The leader commends the modern and creative methods in the fulfillment of the work.
101	The leader focuses on the importance of having a collective sense of the organization's mission to achieve the organization's goals.
102	A leader rewards the employee who performs effectively in achieving the organization's objectives.
103	The leader commends the employee who corrected his deviations during the work.
104	The leader engages distinguished employees in making important decisions in achieving the organization's goals.
105	The leader speaks seriously about the things that must be accomplished to achieve the goals.
106	The employee is informed about what to do to get the reward he deserves as a result of his efforts.
	<b>The Third Dimension: The Conditional punishment</b>
107	The leader puts before the eyes of the employees the idea of conditional punishment and the reasons that lead to it.
108	Identify the types of failures that entail conditional sanctions that negatively affect the achievement of the organization's objectives.
109	The leader carries out the penalty if the employee is unable to accomplish what is required from him to achieve the objectives of the organization.
110	The leader tells the employee what needs to be done to achieve the organization's goals to avoid conditional punishment.
111	The leader warns in advance the employee who does not correct his deviations and confirms that these deviations prevent achieving the objectives of the organization.
112	The leader excludes the inactive employee from the decision-making circle.
113	Employees are exposed to the process of collective punishment in the case of a fatal failure significantly in the workflow or its outputs, which are not in line with the organization's goals.

114	The leader deals fairly with the execution of conditional punishment.
115	The leader removes the penalty upon the employee if he corrected his fault in order to achieve the organization's goals.
	<b>The Fourth Dimension: Active Exception Management</b>
116	The leader follows up all the mistakes that affect the achievement of the organization's goals.
117	The Leader is confident that the objectives of the organization will be achieved
118	The leader is keen to provide the employee with feedback on his performance in order to achieve the accurate objectives of the organization.
119	The leader provides the employee with the necessary to achieve the criteria developed in order to achieve the objectives of the organization.
120	The leader reconsiders the important assumptions to verify that they lead to the achievement of the organization's objectives.
121	The leader discusses specifically who is responsible for achieving the organization's objectives
122	The leader corrects the deviation that affects the achievement of the organization's objectives.
123	The leader spends time in guiding the followers towards the goals of the organization.
	<b>The Fifth Dimension: Static Exception Management</b>
124	Management intervenes only when problems occur that hinder the achievement of the organization's objectives.
125	The leader is waiting for the problem to get bigger and then he takes the necessary procedures.
126	The leader believes that no action is needed as long as things go well and the goals of the organization are achieved.
127	The leader focuses his utmost attention on dealing with only critical mistakes and complaints that affect the achievement of the organization's goals.
128	The leader focuses his attention on the development of measured and realistic working standards to ease the emergence of problems affecting the achievement of the Organization's objectives.
129	The leader leaves the employee to perform his assigned tasks to him without interference unless his performance is out of the reach of achieving the objectives of the organization.
130	As long as things are on track to achieve the goals of the organization, the leader does not make any change.
131	The leader avoids interfering when important matters appear and not dangerous in the implementation of the Organization's objectives.
132	The leader delays in answering questions and urgent matters that could hamper the achievement of the Organization's objectives

strategy map	
The First Dimension: the Financial Dimension	
133	The organization seeks to increase revenues by offering new activities and services to customers.
134	The organization invests in activities and services in the short and long term.
135	The organization seeks to reduce the costs of activities and services that are provided to its customers.
136	The organization seeks to exploit the opportunities in order to contribute to the development of the performance.
137	The organization seeks to provide diverse sources of funding to improve revenues.
138	The organization sets short and long-term financial goals to achieve them.
139	The organization proposes new investment projects to increase funding.
140	The organization seeks to develop activities and services for attracting investors.
Second Dimension: Customers Dimension	
141	The organization works to identify and satisfy the needs of customers in a sustainable manner.
142	The organization is constantly seeking to know the extent of customer satisfaction on the provided activities and services.
143	The organization seeks to achieve a degree of balance between available and future activities and services.
144	The organization continuously follows up on the complaints related to the activities and services that are provided to customers.
145	The organization aims to know the number and quality of clients' beneficiaries to provide appropriate services for them.
146	The organization follows up the number of visitors to its website.
147	The organization takes the customer's views and ideas on the development of activities and services.
The Third Dimension: The Operational Processes Dimension	
148	The Organization seeks to abide by the strategic and operational plan.
149	Achievements in the organization are listed in each section
150	The organization is diversified in providing activities and services to all target groups
151	Development plans are developed for the targeted human resources internally and externally
152	Standards and simulations associated with TQM systems are applied.
153	The organization establishes a mechanism to manage the problems and risks of operational operations.
154	The organization endeavors to abide by the pre-established timelines for the delivery of activities and services.

155	The technical and administrative staff are restructured to ensure improved performance.
156	Technological methods and information systems are used at work.
157	The organization supports innovation and creative activities.
158	The organization conducts continuous staff assessment.
	<b>The Fourth Dimension: The Growth and Development Dimension</b>
159	The organization is developing a program to develop the scientific and practical qualifications of human resources.
160	The organization uses external experts and consultants to gain scientific, technical and administrative services for employees.
161	The organization sends human resources abroad for training.
162	The organization Provides internal training courses for its employees

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