

THE IMPACT OF BUSINESS INTELLIGENCE AND ORGANIZATIONAL PERFORMANCE IN ENHANCING ADMINISTRATIVE POLICIES AND PROCEDURES DURING THE COVID-19 PANDEMIC AT THE AQABA COMPANY FOR PORTS OPERATION AND MANAGEMENT IN JORDAN

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Abstract

This study aimed to explain the impact of business intelligence and organizational performance on enhancing administrative policies and procedures during the COVID-19 pandemic at the Aqaba Company for Port Management and Operations in Jordan. To achieve the study goals, a questionnaire was developed for data collection and distributed to a study sample contains 342 participants. The study employed the descriptive analytical survey method, and members were selected using a suitable non-probability sampling method. The study has used the Statistical Package for the Social Sciences "SPSS" to compute Averages, standard deviations and conduct multiple and stepwise regression examination. The findings of this study, that the dimensions of business intelligence, organizational performance, and administrative policies and procedures during the COVID-19 pandemic were available at a high level. And business intelligence, as an independent variable, significantly influenced organizational performance as a dependent variable, in the presence of administrative policies and procedures during the COVID-19 pandemic, acting as a mediating variable (0.478). The study concluded with various recommendations, including the necessity of ensuring the availability of business intelligence dimensions and implementing them in all aspects of the Aqaba Company for Port Management and Operations in Jordan, tailored to its diverse activities. This is essential for creating an organizational environment that enhances organizational performance.

Keywords: Business Intelligence, Organizational Performance, Administrative Policies and Procedures during the COVID-19 Pandemic, Aqaba Company for Port Management and Operations in Jordan.

Introduction

Undoubtedly, the COVID-19 pandemic has cast its shadow on various sides of life economic, social, and even political in every country worldwide. Some countries approached this pandemic in an institutionalized manner, relying on science and knowledge and building on an institutional framework based on the rule of law. This approach emphasizes the collaboration and solidarity of state authorities as a unified entity to combat this accursed virus. Similar to modern technological concepts, Business Intelligence stands out as one of the most prominent and essential of these concepts. It represents a general framework that has gained initial prominence over the past five years, with an increased reliance on Business Intelligence in the business sector. This includes anticipating consumer needs and leveraging it to improve services in areas such as transportation, e-commerce, media, and others (AlSedrah, 2017). Business Intelligence is considered a comprehensive approach to thinking about the reality, present, and future of countries, addressing their problems and adapting to the internal and external environment to ensure the preservation of their competitive position. The cause of a digital government is to give the better government services for the citizens by principles of integrity, equality, and transparency (Sousa and Rocha, 2018). This involves incorporating information technology means into the delivery of government services, within a framework that provides suitable technologies to support Business Intelligence. This includes the growth on standards for data exchange and integration, among with the necessary infrastructure for cloud computing (Greenman, 2017). It also involves connecting to the internet and establishing central platforms for data management. These fundamental technologies enable the collection and management of larger datasets from various sources in a secure manner, facilitating accurate outputs, insights, and the development of realistic solutions (Giles, 2019). Business Intelligence can assist governments in limiting the spread of infections during the movement and mobility of individuals. It enables them to identify risks, implement additional cleaning and sanitization measures, and reduce or suspend relevant services. Business Intelligence can also aid in monitoring the global spread of infectious diseases. Moreover, it can contribute significantly to analyze and aggregated data from different countries during various stages of the COVID-19 pandemic, providing in-depth information about the effectiveness of control measures, anticipating the healthcare system's capacity, and assisting in making informed decisions (<https://www.wamda.com/ar>, 2020).

Business Intelligence giving support to the organization by using comprehensive patterns encompassing all its organizational, marketing, and competitive activities by giving information about the environment and working on its analysis, ultimately facilitating informed decision-making. This support includes in-depth analysis of key competitors, precise monitoring of their activities, as well as a thorough analysis of consumer behaviors through the market (Voola, 2014). The application of Business Intelligence is an important key to streamlining decisions and enhancing their efficiency, contributing to providing a good position for the organization, especially in the face of challenges and threats posed by the turbulent environment. that is very essential to the organization's continuity in the competitive landscape and is a mandatory choice for sustaining its operations in such conditions (Agha, 2014). (Esmaeili, 2014) highlighted a clear

impact of Business Intelligence on organizational performance, contributing to its enhancement and development through the use of Business Intelligence tools such as foresight, vision, and preparation. It also aids in improving decision-making within the organization through successful integration of strategic intelligence, leading to competitive advantages and creating value for customers. According to (Seitovirta , 2011), Business Intelligence plays a vital role in decision-making at the senior management level, streamlining decisions within the organization by analyzing real-time information and monitoring future movements for the organization. Business Intelligence plays a crucial role in competition, analyzing all information related to the external environment, competitors' movements, and facing the fierce competition in markets. It provides decision-makers with all the necessary data for use when needed, contributing to cost reduction and identifying new opportunities through business environment analysis (Awazu, 2016). (Collins , 2014) emphasized the importance of Business Intelligence in providing more accurate historical data through precise environmental analysis used in predicting future trends. It supplies decision-makers with needed information, and maintaining records of sales, competitors' movements, market opportunities, and threats positively impacts achieving competitive advantages for the organization. In the context of countries pursuing digital government goals, adopting the concept of organizational performance in all its dimensions is crucial. This aids in reinforcing control, protecting data privacy, classifying and protecting user identities, clarifying the objectives of data collection, and specifying a certain timeframe for data retention. Addressing these issues from the beginning is essential to alleviate population concerns associated with the collection and use of their information and to support individuals' acceptance of these technologies, especially voluntary tracking applications on personal smartphones (Setayesh & Daryaei, 2017).

Problem Of The Study

As concerns about the spread of the novel coronavirus (COVID-19) increase, which poses a threat to millions of lives worldwide, various methods of dealing with the crisis have varied. The existence of a clear path to navigate out of this pandemic remains uncertain unless swift and coordinated measures are taken to confront it. With the return of different sectors to their operations after implementing precautionary measures, including restrictions on working hours, the suspension of touchscreens, mandatory temperature checks for individuals, and the wearing of masks, technology plays a crucial supporting role in government efforts to bring individuals back to work while simultaneously ensuring their health and safety. Business Intelligence is employed to help reduce infections and enhance the efficiency of institutions facing current challenges, overcoming the uncertainty surrounding the ability to extract usable data, integrate data into information, interpret and analyze it to gain knowledge, and then discover opportunities and threats in the business environment related to the Aqaba Company for Port Management and Operations. This builds on the lessons learned from COVID-19 to alert governments about potential future pandemics. Therefore, this study was conducted to examine Business Intelligence and organizational performance to enhance administrative policies and procedures during the COVID-19 pandemic. The study emphasizes the necessity for organizations to adopt these concepts to achieve their outlined goals, optimize the use of available resources, and ultimately succeed at a

strategic level. Given the numerous benefits that Business Intelligence offers, supporting the efforts of institutions aiming to achieve sustainable operational efficiency under current pressures, governments must provide legislation and technologies to enable the widespread adoption of this technology to deal with the pandemic and stimulate broader economic transformation in the future. The problem of this study revolves around answering the following main question: What is the impact of Business Intelligence and organizational performance on enhancing administrative policies and procedures during the COVID-19 pandemic at the Aqaba Company for Port Management and Operations in Jordan?

Study Questions

1. What is the level of participants' perceptions of the dimensions of Business Intelligence with its components (data collection and analysis, business performance management, decision-making, and competitive stance support) in the Aqaba Company for Ports Management and Operation in Jordan?
2. What is the level of participants' perceptions of the dimensions of organizational performance with its components (environmental indicators, market and consumer indicators, competitive indicators, internal operational indicators, and financial indicators) in the Aqaba Company for Ports Management and Operation in Jordan?
3. What is the level of participants' perceptions of the availability of administrative policies and procedures during the COVID-19 pandemic in the Aqaba Company for Ports Management and Operation in Jordan?

Significance Of The Study

Given the scientific, economic, political, and social transformations observed globally, and especially on the national level because of the COVID-19 pandemic, the concepts of Business Intelligence, administrative policies, and procedures throughout the pandemic, and organizational performance have become significantly important. Administrations, including the Aqaba Company for Ports Management and Operation, rely on these concepts. Furthermore, in most countries worldwide, the Aqaba Company for Ports Management and Operation plays a vital role as a public facility within the state's economic infrastructure, contributing to the progress and prosperity of the country. Hence, this study sights to shed light on the role of Business Intelligence in enhancing organizational performance in the Aqaba Company for Ports Management and Operation in Jordan. It examines how administrative policies and procedures serve as tools and mediators, facilitating and activating the impact of Business Intelligence on improving organizational performance during the COVID-19 pandemic.

Theoretical Significance

The study holds theoretical importance due to the value of the variables it introduces. It underscores the increasing interest of many researchers in these variables. Although studies have individually looked at the variables, others even optimistically considered some of these combinations no one has yet considered addressing this three collection (Business Intelligence, Organizational Performance, Policies and Administrative Procedures during the COVID-19 pandemic). The theoretical significance of the study lies in addressing these three variables

collectively. The study point up explain the concept of Business Intelligence and its role in enhancing organizational performance through policies and administrative procedures during the COVID-19 pandemic. It sheds light on the concept of the study variables, clarifying the opinions of many researchers regarding these concepts and their importance and dimensions. Therefore, this study is timely, aligning with royal directives and popular demands emphasizing the necessity for the Aqaba Company for Ports Management and Operation to possess competence and excellence. It must be capable of providing services efficiently and effectively , meeting the expectations and needs of the community.

Practical Significance

This study was conducted to identify the most significant challenges and obstacles that hinder or limit the implementation of Business Intelligence in the Aqaba Company for Ports Management and Operation in general. The study delves into the concept of Business Intelligence, its application within the Aqaba Company for Ports Management and Operation in particular, and elucidates the role this concept plays in achieving policies and administrative procedures during the COVID-19 pandemic for the company. The study emphasizes the role of Organizational Performance as an intermediary factor that enhances the positive impact of Business Intelligence in achieving policies and administrative procedures during the COVID-19 pandemic within the Aqaba Company for Ports Management and Operation.

Study Objectives

The purpose of this study is to goals the role of Business Intelligence in enhancing organizational performance via policies and administrative processes under the COVID-19 pandemic at Aqaba Company for Ports Management and Operation in Jordan.

The specific objectives of the study include:

1. Identify the level of availability of Business Intelligence dimensions, policies, and administrative procedures during the COVID-19 pandemic, as well as the dimensions of organizational performance in the Aqaba Company for Ports Management and Operation.
2. Determine the direct impact of Business Intelligence dimensions (data collection and analysis, business performance management, decision-making, and competitive stance support) in enhancing organizational performance (environmental indicators, market and consumer indicators, competitive indicators, internal operational indicators, financial indicators) as the mediating role of policies and administrative procedures during the COVID-19 pandemic for the Aqaba Company for Ports Management and Operation.

This study employs two research methodologies:

A. Descriptive Analytical Method: This method is utilized to review the relevant literature on the impact of Business Intelligence on organizational performance, specifically focusing on its mediating role in policies and administrative procedures during the COVID-19 pandemic. The study conducts a field investigation on the Aqaba Company for Ports Management and Operation, along with an examination of previous studies. Analysis and comparisons are conducted wherever possible to cover the theoretical aspect of the study.

B. Field Research Method: The field research method is employed to cover the practical aspect of the study. It aims to answer the study's questions and derive results through the use of a questionnaire specifically designed for this study, following established practical steps.

Study Population And Sample

The study focuses on everyone working at the Aqaba Company for Ports Management and Operation in Jordan, which includes a total of (835) employees, both men and women. To gather data, we randomly selected 50% of the workforce, resulting in 717 participants. Another 50% random sample was drawn, involving 418 employees. We distributed surveys to everyone in these samples, receiving 357 responses, making up 85.4% of the surveyed group. After excluding 15 invalid responses, we ended up with 342 valid ones, constituting 81.8% of our study sample. According to the Table(1) the gender distribution, 60.8% were male, while 39.2% were female. at the experience level, 24.6% had 5 years or less, 25.4% had 6-10 years, and 15.5% had 11-15 years. Employees with 16 years or more of experience made up 34.5% of the sample. In the educational aspect, 62.6% held a bachelor's degree, 29.2% had an intermediate diploma, and 8.2% pursued postgraduate studies. When we come to age, 41.2% fell in the 31-40 age range, 36% were aged 41-50, 19% were 30 or younger, and 3.8% were 51 or older.

Table (1)

Distribution of study sample members according to variables (gender, age, job experience, educational qualification)

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Distribution of study sample members according to variables (gender, age, job experience, educational qualification)

Variable	Level	Number	Percentage
Gender	Male	208	60.8%
	Female	134	39.2%
	Total	342	100%
Age	30 years or less	65	19.0%
	31-40 years	141	41.2%
	41-50 years	123	36.0%
	51 years or more	13	3.8%

	Total	342	100%
Years of Service	5 years or less	84	24.6%
	6-10 years	87	25.4%
	11-15 years	53	15.5%
	16 years or more	118	34.5%
	Total	342	100%
Educational Qualification	Community College Diploma or less	100	29.2%
	Bachelor's Degree	214	62.6%
	Postgraduate Studies	28	8.2%
	Total	342	100%

Study Instrument

A questionnaire was developed to measure business intelligence and its impact on organizational performance – the mediating role of administrative policies and procedures during the COVID-19 pandemic: A field study on Aqaba Company for Ports Management and Operation. The following is an explanation of the study instrument components:

Part One: This section includes the characteristics of the study sample in light of demographic or personal and job-related variables (gender, age, educational qualification, and years of experience).

Part Two: This section covers paragraphs related to the independent variable of the study (business intelligence).

The questionnaire for business intelligence was constructed based on the study of (Tayeh, 2017; Al-Ghazawi, 2013; Younes, 2015; Al-Masab, 2018), which developed a general model for the dimensions of business intelligence. Necessary adjustments were made to align these dimensions with the study's objectives. The identified dimensions include data collection and analysis, business performance management, decision-making, and competitive position support. (Ramli, 2017; Öztürk, & Coskun, 2014; Lapina, 2019; Vayvay, 2016; Kopeck, 2015; Kaplan, 2010), These studies were used in order to measure the dependent variable, organizational performance, as for administrative policies and procedures during the Coronavirus pandemic, a study was used (Asare, & Richard, 2021; Al-Khazraji, 2021). The answers were distributed according to a five point Likert scale, with these five answers: (always applies, often applies, sometimes applies, rarely

applies, never applies), and the answers were given numbers from (1-5), so that the number (1) indicates (It does not apply at all), the number (2) is (rarely applies), the number (3) is (sometimes applies), the number (4) is (often applies), and the number (5) is (always applies).

Tool Validity

The questionnaire was presented to 7 experts, including specialized management professors and faculty members from Jordanian universities, to verify the validity of its items. Their feedback was considered, and necessary adjustments were made, with some items rephrased accurately to achieve balance in the questionnaire's content.

Tool Reliability

The internal consistency reliability about the study tool was assessed using (Cronbach's Alpha) coefficient for each variable and its dimensions. The reliability coefficients showed a relatively level degree of consistency between the tool's items, ranging between (0.81-0.91). These values surpass the minimum acceptable threshold for scientific research purposes, which is set at (70%). The following Table (2) illustrates the reliability coefficient values.

Table (2)		
The internal consistency coefficient for each of the study variables in all its dimensions		
Tool	Dimension	Cronbach's Alpha
Business Intelligence	Data Collection and Analysis	0.89
	Business Performance Management	0.85
	Decision Making and Competitive Support	0.81
Organizational Performance	Environmental Indicators	0.88
	Market and Consumer Indicators	0.91
	Competitive Indicators	0.87
	Internal Operational Indicators	0.90
	Financial Indicators	0.80
Policies and Administrative Procedures During COVID-19		0.83

Total		0.89
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Statistical Procedures

After input the data using the (SPSS 22.1), the following statistical procedures were :

- Descriptive Statistical Measures: which is used for describing the characteristics of the study population using numbers, percentages, means, and standard deviations.
- Multiple Regression Analysis: Implemented to test the validity of the study model and the role of the independent variable on the dependent variable.
- Stepwise Multiple Regression Analysis: Applied to examine the entry of independent variables into the predictive equation for the dependent variable.
- Cronbach's Alpha Equation: Employed to assess the internal consistency and stability of the study tool.
- AMOS Analysis Program: Utilized, relying on Path Analysis testing, where paths represent independent, dependent, and mediating variables.

Previous studies

A. Arabic Studies

● The aim of (Al-Birashdiya ,2021) study , was for exploring the role of the COVID-19 pandemic in reshaping the entrepreneurship sector and to identify the opportunities and challenges facing global digital entrepreneurship, particularly in Oman. he employed a qualitative analytical approach, utilizing SWOT and PEST methods to analyze the opportunities and challenges of digital entrepreneurship. And also , the study analyzed the findings of previous research on digital entrepreneurship published in peer reviewed scientific journals through 2019 and 2020. The existing literature on entrepreneurship has been categorized as follows:

- 1) Research related to the role of digitization in organizing and empowering existing projects and establishing innovative new projects (the role of digital entrepreneurship as enabling factors).
- 2) Research related to opportunities for organizing projects that have emerged due to digital technology, innovation, and creating new products through digital industry (the role of digital entrepreneurship as enabling factors and outcomes). The results of previous studies indicated that the COVID-19 pandemic accelerated the trends of entrepreneurship institutions towards digitizing their existing businesses, leading to an increase in the number of new and innovative entrepreneurial projects. The findings also highlighted several assumptions for the growth of the digital entrepreneurship sector during the spread of the coronavirus due to the role of digitization in enhancing business resilience, in addition to the role of the digital economy in economic growth. The study recommended addressing the challenges of the digital entrepreneurship sector by providing multiple options for policies supporting digital transformation of business models, developing policies related to digital infrastructure and innovation based on information and communication technology, and finding ways to promote a culture of using digital technologies in society.

- Study (Al-Zanoun and Mazhar, 2020), The Impact of Using Business Intelligence Systems on the Entrepreneurial Orientations of the Palestinian Banking Sector: The Bank of Palestine as a Model The aim of this study is to identify the reality of using business intelligence systems and its impact on the entrepreneurial orientations of the Bank of Palestine - Southern Governorates. The study relied on the descriptive and analytical approach. The researchers relied on a comprehensive inventory method, where (55) questionnaires were distributed, of which (46) were recovered (83%). The results showed that the reality of using business intelligence systems in its dimensions (collecting and analyzing data, managing business performance, building competitive advantage) has It received a high rating, and the results showed the level of achievement of entrepreneurial orientations with their combined dimensions (proactiveness, competitive adventure, and risk-taking). It received a high rating, with an arithmetic mean (3.98) and a relative weight (79.6%). The results also showed a statistically significant effect of the reality of using business intelligence systems on the level of achieving entrepreneurial trends. The study recommended paying attention to business intelligence systems to raise the level of competitiveness, or at least to remain within the circle of competition and try to find more innovative ways to attract customers.
- A study (Othman, 2020) analyzing the relationship between the balanced scorecard and competitive advantage, (a field study) that aimed to know the relationship between the balanced scorecard and sustainable competitive advantage in cement companies operating in the Arab Republic of Egypt, by determining the relationship between the balanced scorecard and its five dimensions (The financial dimension - the learning and growth dimension - the internal operations dimension - the customer dimension - the social and environmental dimension) and sustainable competitive advantage. The descriptive analytical approach was used, and the number of questionnaires suitable for analysis was (352), and standard multiple linear regression analysis and multiple linear regression analysis were used. Progressive analysis for a more in-depth analysis, to measure the independent dimensions that most influence sustainable competitive advantage. The most important results of the research showed that there is a relationship between the balanced scorecard in its five dimensions (the financial dimension - the learning and growth dimension - the internal operations dimension - the customer dimension - the social and environmental dimension) and sustainable competitive advantage, and thus the possibility of using the balanced scorecard to enhance sustainable competitive advantage. The study recommended the importance of applying dynamic, interactive tools that integrate stakeholders' requirements into the company's strategy, to achieve sustainable added value, to keep pace with the requirements of the business environment, which is characterized by challenges and intense competition. One of the most important of these tools is the balanced scorecard, as it is used initially to measure and evaluate performance from a comprehensive strategic perspective. It is then considered a guide and driver for future sustainable performance.
- (Al-Hadrawi et al., 2018) conducted a study entitled "E-management and its role in improving organizational performance," an applied study at Al-Mustansiriya University. The study aimed to identify the role of electronic management in improving organizational performance. The research was applied to a sample of faculty members at the Universities of Kufa

and Al-Mustansiriya, and the research community consisted of a sample of teaching staff at Al-Mustansiriya University, where a random sample of (114) individuals was selected. The study reached results, the most important of which were: There is an impact of electronic management in improving organizational performance, and that improving organizational performance has become necessary and more urgent than before. Which led to the emergence of the importance of switching to electronic management and the possibility of using it to achieve strategic goals.

- A study (Al-Tarash and Al-Hashimi, 2018) which title is "The Role of the Balanced Scorecard in Measuring and Evaluating Organizational Performance: A Case Study on the Mobile Phone Services Sector in Algeria." The study aimed to determine the comprehensiveness and usefulness of applying the balanced scorecard model as an independent variable in measuring and evaluating organizational performance in companies. The mobile phone service sector in Algeria, by identifying the components and levels of organizational performance that constitute the dependent variable in this study, and the metrics that make up each of its components and through which it was measured. The study used the descriptive analytical method. The study had many results, the most important of which is proving the validity of all the study's hypotheses, which is that companies operating in the mobile phone services sector have knowledge of the concepts of organizational performance, and a high degree of awareness of the dimensions of the balanced scorecard. There is a strong integration between strategic planning, SWOT analysis, and preparing the balanced scorecard. In addition, the study concluded that applying the card will allow economic institutions to know a roadmap for implementation, and to determine where they should focus their energies, priorities and resources within their various departments and units.

- A study (Al-Qadi, 2018) entitled: "Evaluating the administrative policies of the Egyptian Armed Forces in the Arab Republic of Egypt and their relationship to international results." The study aimed to identify ways and how to evaluate administrative policies related to a sports federation in Egypt in order for these policies to be consistent with the goals set by the Arms Sports Federation. To achieve the purposes of the study, I used the descriptive analytical approach for all policies and procedures followed in the Union. The study concluded many results, including: the presence of deficiencies in the use of information technology in the facilities and halls affiliated with the Union. There are deficiencies in administrative policies to develop programs and policies to select talented people in the game.

- The study (Bakr, 2018) addressed the role of business intelligence in developing organizational creativity, and to achieve the objectives of the study, the descriptive analytical approach was used, and the study tool was the questionnaire that was developed by the researcher to collect data, and the study sample consisted of (91) individuals from the body's members. Teaching, they were selected using a simple random sampling method, and to reach the results of the study, inferential descriptive statistics methods were used. The study concluded that business intelligence has a statistically significant impact on organizational creativity, and that the level of application of business intelligence in all its dimensions was high.

- The study (Al-Taamari, 2017) aimed to identify the impact of business intelligence with its elements (data collection, data warehouse, data mining, reporting preparation, information

transfer) in building human resources strategies in Jordanian commercial banks. The researcher used the descriptive analytical approach, where a community The study included Jordanian commercial banks, from which the researcher chose a random sample consisting of 8 banks, while the sampling unit consisted of workers in administrative job centers in the human resources departments in the main center of the eight banks, where their number reached (83), and the study concluded that there was a statistically significant effect. For business intelligence variables (data warehouse, data mining, and reporting preparation) in building an employment strategy, in building a training strategy, and in building a compensation strategy in Jordanian commercial banks.

- (Hussein and Jassim, 2017) study titled with : The effectiveness of administrative leaders in implementing public policy, analytical research in the Baghdad Provincial Council. The study aimed to know the role of administrative leaders in implementing public policies and the extent of their effectiveness and ability in achieving this. For the purposes of the study, the study used a questionnaire consisting of (35) A paragraph distributed among the sample of (147) individuals. The study reached results including: - The Baghdad Governorate Council does not have a clear vision of how it formulates its work structure.

- (Abdel Nasser, 2017) conducted a study aimed at determining the nature of the relationship between business intelligence for senior management and its impact on enhancing group cohesion in the Iraqi General Railway Company. A simple random sample of (29) individuals in the company was chosen, and the questionnaire was adopted as a tool to obtain study data. Which was prepared on a number of ready-made standards after subjecting them to validity and reliability tests. The study found that there was a statistically significant correlation and influence of strategic intelligence on group cohesion. The study also concluded that the level of application of business intelligence in the surveyed company was high.

- A study (Al-Qaisi, 2015) entitled: The role of strategic leadership in developing administrative policies in the Palestinian Ministry of Health. The study aimed to identify the role of strategic leadership in developing administrative policies in the Palestinian Ministry of Health. To achieve the objectives of the study, the researcher used the descriptive analytical method based on the questionnaire (number 167). It was distributed to the sample members, and the study concluded several results, the most important of which is: Due to the lack of financial resources, the ministry, under its leadership and senior management, is unable to develop its administrative policies and procedures. .

- The study (Younis, 2015) examined the impact of the business intelligence system and knowledge transfer processes in building the learning organization at Korek Mobile Communications Company in the city of Baghdad. A questionnaire was developed for this purpose, and then the research was tested in the telecommunications sector represented by one of the mobile telecommunications companies in the city of Baghdad. Korek Telecommunications Company was chosen as a sample for the research. The study concluded with the following: Data analysis technology has the greatest impact on building a learning organization, while it was found that The data sources variable has a statistically weak effect on building the learning organization.

It has also been shown that knowledge transfer processes have an important role in increasing the impact of the business intelligence system in building a learning organization, and this is evidence of the availability of a business intelligence system in the Korek Telecom company investigated, despite its effect in enhancing the orientation towards achieving a learning organization.

- (Al-Saidi & Al-Otaibi , 2015) study entitled: The role of fiscal and monetary policies in driving economic growth in the Kingdom of Saudi Arabia for the period from 1986-2012 AD. The study aimed to analyze the effectiveness of fiscal and monetary policies in influencing economic growth in the Kingdom of Saudi Arabia. To achieve the objectives of the study, the descriptive analytical approach was used, and the standard model was used, which was applied using the time series method for data from 1986-2012 AD. The results of the study showed: - Fiscal policy, represented by government spending, is more effective in influencing economic growth than monetary policy.

- (Al-Ghazawi, 2013) conducted a study aimed at identifying the role of smart systems in human capital development, in a coordinated research organization. The survey was adopted as a tool for research data, which was prepared based on a number of standards. The Ministry of Health was chosen as the field of success, and the survey was chosen. The number of workers in the research sample was (31) individually, and to analyze the ministry's data, a ready-made statistical program was used to analyze the data. Statistical tools were not available for a set of results, and most of them are still related to the existence of a significant relationship between intelligence systems. Human capital is established in the research organization.

B. Foreign studies

- (Cho & Lee , 2018)Study , This study purpose was to test the relationship between entrepreneurial orientation and business performance, and studying the mediating role on entrepreneurial education in the relationship between entrepreneurial orientation and the financial and non- financial performance at companies. This study targeted entrepreneurs in emerging projects and projects in the early stages of their work, which are less than seven years. It distributed 200 questionnaires to these projects, and 180 valid questionnaires were retrieved for analysis. The results indicated that creativity affects the non-financial performance of companies, and that taking risks does not affect the financial performance nor the non-financial performance, just as entrepreneurial education is not associated with entrepreneurial orientation or business performance. The researcher presented a set of recommendations based on what He reached results

- Study by (Yang & Gu ,2018): This study aimed to test the mediating role of product quality in the relationship between pioneering trends and corporate performance. He conducted research using a questionnaire and monitored data from 153 new projects. The results indicated that the dimensions of entrepreneurial orientation are linked to product quality in an informal, non-linear relationship. More specifically, the results indicated that creativity and independence can lead to high product quality, while carrying a lot may lead to a modification in product quality, but proactiveness and aggressiveness even have a U-shaped effect on product quality, indicating that the effect varies for each. One of the dimensions of pioneering orientation on product quality.

- (Lettelton, 2018) is a study that focused on planning among experts and the demand for active intelligence. The study concluded that business adoption in the field of business and direct effects on creativity, and that senior management’s support for the application of business intelligence and effective work in creating a creative process, and the study concluded that It limits the innovation of the concept of business intelligence in organizations and enlightens it with its role, importance and effectiveness in achieving creativity in an organization, and it also supports the creativity of positive people in dividing the organization more diversity in order to achieve this.
- Study (Egna, 2017), The study aimed to identify the policies and procedures related to training and development on institutional performance at the National Financial Bank in the city of Kumba. The study used the descriptive analytical approach in order to achieve the goals and objectives of the study. The study population was also represented by the entire National Financial Bank in the city of Kumba. However, due to the difficulty of access To the entire study community; A random sample was taken, consisting of (30) of the bank’s employees. The statistical analysis program (Spss) was used, and the Pearson correlation coefficient was used. The study concluded with a set of results, the most prominent of which was that the policies and procedures related to... Training has contributed significantly positively to employees’ job skills and competencies, thus improving job performance. The study recommended the necessity of activating policies and procedures related to improving employees’ participation in organizational decision-making.

Answering the Study Questions

Answer to the First Question: What is the level of participants' perceptions of the dimensions of Business Intelligence with its components (data collection and analysis, business performance management, decision-making, and competitive stance support) in the Aqaba Company for Ports Management and Operation in Jordan?

To address this question, the mean scores and standard deviations for the availability of business intelligence dimensions (Data Collection and Analysis, Business Performance Management, Decision-Making and Competitive Stance Support) were calculated at Aqaba Company for Ports Management and Operation in Jordan, as shown in Table (3).

Table (3) : The means and standard deviations of the perceptions of the study sample individuals for the dimensions of business intelligence.

Business Intelligence Dimensions	Mean	Standard Deviation	Rank	Level Relative to Mean
Data Collection and Analysis	3.76	0.57	3	High
Business Performance Management	3.83	0.52	1	High

Decision-Making and Competitive Stance Support	3.80	0.55	2	High
Overall Average	3.80	0.52	-	High

It appears from Table (3) that the general average for the dimensions of business intelligence was (3.65), and this means that the availability of the dimensions of business intelligence (Data Collection and Analysis, Business Performance Management, Decision-Making and Competitive Stance Support) in the Aqaba Company for the Management and Operation of Jordanian Ports is at a high level. By analyzing the dimensions of business intelligence, it is clear that business performance management ranked first with a mean of (3.83) and a standard deviation of (0.52), followed by collecting and analyzing data with a mean of (3.80) and a standard deviation of (0.55), and in last place came after collecting Data Collection and Analysis with an arithmetic mean of (3.76) and a standard deviation of (0.57).

Answer to the second question: What is the level of participants' perceptions of the dimensions of organizational performance with its components (environmental indicators, market and consumer indicators, competitive indicators, internal operational indicators, and financial indicators) in the Aqaba Company for Ports Management and Operation in Jordan ?

To answer this question, arithmetic averages and standard deviations were calculated for the level of organizational performance at the Aqaba Ports Management and Operations Company, as follows in table (4)

Table (4) : The arithmetic means and standard deviations of the respondents' perceptions of the organizational performance level.				
Dimension Name	Mean	Standard Deviation	Rank	Level Relative to Mean
Environmental Indicators	3.74	0.55	3	High
Market and Consumer Indicators	3.71	0.56	4	High
Competitive Indicators	3.77	0.51	2	High
Internal Operations Indicators	3.70	0.57	5	High

Financial Indicators	3.80	0.50	1	High
Overall Average	3.74	0.51	-	High

Table (4) reveals that the arithmetic means of the respondents' answers regarding the organizational performance level at Aqaba Company for Ports Management and Operation were high. The overall mean for the organizational performance level at Aqaba Company for Ports Management and Operation was 3.74 with a standard deviation of 0.51. The financial indicators dimension secured the first position with an average of 3.80 and a standard deviation of 0.50, followed by the competitive indicators dimension with an average of 3.77 and a standard deviation of 0.51. And it came in the third position, the environmental indicators dimension with an arithmetic mean of 3.74 and a standard deviation of 0.55. Meanwhile, in the fourth position, the market and consumer indicators dimension with an average of 3.71 and a standard deviation of 0.56. Finally, in the last position, the internal operations indicators dimension with an average of 3.70 and a standard deviation of 0.57. This underscores Aqaba Company for Ports Management and Operation's commitment to training and motivating its employees, providing them with necessary information to achieve their goals, and enhancing their skills and capabilities.

Question Three: What is the level of participants' perceptions of the availability of administrative policies and procedures during the COVID-19 pandemic in the Aqaba Company for Ports Management and Operation in Jordan?

Table (5): The arithmetic means and standard deviations of the respondents' perceptions of the administrative policies and procedures at Aqaba Company for Ports Management and Operation.

Paragraph Number	Paragraph Content	Mean	Standard Deviation	Rank	Level
37.	Administrative policies and procedures at Aqaba Company for Ports Management and Operation define the work of each department as a distinct organizational unit without overlaps.	4.02	0.89	8	High
38.	Clarity of policies and procedures at Aqaba Company for Ports Management	4.09	0.86	6	High

	and Operation aids in building role integration and decision-making.				
39.	Employee commitment to the work policies and procedures within the company is activated by the decision-making process.	3.99	0.92	9	High
40.	Feedback on the quality of policies and procedures followed in the company contributes to enhancing integration between departments for effective decision-making.	3.95	0.94	10	High
41.	Employee commitment to the company's administrative policies and procedures helps in the effectiveness of the decision-making process.	4.13	0.82	5	High
42.	The adopted administrative policies contribute to building security integration within the ministry for effective decision-making.	4.04	0.88	7	High
43.	Simplifying work procedures is an effective way to raise the level of integration between departments in the company.	3.94	0.95	11	High
44.	Success in the decision-making process is attributed to the administrative policies and procedures followed by the company.	4.33	0.76	1	High

45.	The alignment of the company's programs and work plans contributes to the effectiveness of specific decision-making.	4.30	0.78	2	High
46.	The company's top management works to provide the necessary financial and technical resources to implement the established policies and procedures.	4.21	0.79	3	High
47.	The company's programs and work plans are systematically developed based on policies and procedures.	4.19	0.80	4	High
37-47	Overall Average	4.11	0.45	-	High

The mean scores of study participants' responses to statements related to the mediating variable "Administrative Policies and Procedures" varied between (4.33-3.94). The table illustrates that the overall mean for study participants' responses regarding statements associated with the mediating variable was (4.11), rated as "High," with a standard deviation of (0.45). Paragraph (44) obtained the highest mean score (4.33) with a standard deviation of (0.76), both rated as "High." The paragraph states, "Success in the decision-making process is attributed to the administrative policies and procedures followed by the company." In contrast, paragraph (43), which states, "Simplifying work procedures is an effective way to raise the level of integration between departments in the company," had a lower mean score of (3.94) with a standard deviation of (0.95), also rated as "High."

Hypothesis Testing

There is no statistically significant effect at a significance level of $(0.05 \geq \alpha)$ for business intelligence, with its dimensions (data collection and analysis, business performance management, decision-making, and competitive position support), on organizational performance with its dimensions (environmental indicators, market and consumer indicators, competitive indicators, internal operational indicators, financial indicators) through administrative policies and procedures during the COVID-19 pandemic at Aqaba Ports Management Company.

The Path Analysis was employed using Amos Version 22, supported by the Statistical Package for the Social Sciences (SPSS), to verify the direct and indirect effects of the business intelligence on organizational performance through administrative policies and procedures during the COVID-19 pandemic as a mediating variable at Aqaba Ports Management Company.

The Chi-square value was (2.961), which is statistically significant at a significance level of ($0.05 \geq \alpha$). The Goodness of Fit Index (GFI) was (0.992), close to the ideal value of 1 (perfect fit). The Comparative Fit Index (CFI) was (0.989), also close to 1 (perfect fit). The Root Mean Square Error of Approximation (RMSEA) was (0.010), approaching zero. The direct effect of business intelligence dimensions on administrative policies and procedures during the COVID-19 pandemic was (0.673), indicating that business intelligence dimensions at Aqaba Ports Management Company influence administrative policies and procedures during the COVID-19 pandemic. The direct effect of administrative policies and procedures during the COVID-19 pandemic on organizational performance was (0.650), suggesting that administrative policies and procedures during the COVID-19 pandemic affect organizational performance at Aqaba Ports Management Company. Therefore, increasing focus on administrative policies and procedures during the COVID-19 pandemic is likely to generate an impact on improving organizational performance. The indirect effect of business intelligence dimensions on organizational performance in the presence of administrative policies and procedures during the COVID-19 pandemic as a mediating variable reached (0.478). This confirms the role that administrative policies and procedures during the COVID-19 pandemic play in enhancing the impact of business intelligence dimensions in improving organizational performance at Aqaba Ports Management Company.

Table (6) : Path Analysis Test Results to Verify the Direct and Indirect Effects of Business Intelligence Dimensions on Organizational Performance through Administrative Policies and Procedures During the COVID-19 Pandemic at the Aqaba Ports Management and Operation Company.

Chi2 (Calculated)	GFI	CFI	RMS EA	Significance Level	Direct Effect	Indirect Effect	Path	T المحسوبة	Significance Level
2.961	0.989	0.992	0.01	0	Business intelligence in administrative policies and procedures	0.673		14.586	0

OP

APP

				Administrative policies and procedures	0.65	0.478*		11.471	0
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- CFI** **Comparative Fit Index**
- GFI** **Goodness of Fit Index**
- RMSEA** **Root Mean Square Error of Approximation**
- BI** **Business Intelligence**
- OP** **Organizational Performance**
- APP** **Administrative policies and procedures**

Based on the presented results, and to build a proposed model that illustrates the regression and impact weights for each variable among the researched variables, a Structural Equation Model (SEM) was utilized. The results indicated that the Chi2 value was (26.513), which is statistically significant at a significance level of $(0.05\alpha \leq)$. The Goodness of Fit Index (GFI) value was (0.950), indicating a close approximation to perfect fit. Similarly, the Comparative Fit Index (CFI) was (0.973), also approaching the perfect fit value. The Root Mean Square Error of Approximation (RMSEA) value was (0.014), close to zero, indicating that the model is statistically valid (perfect fit).

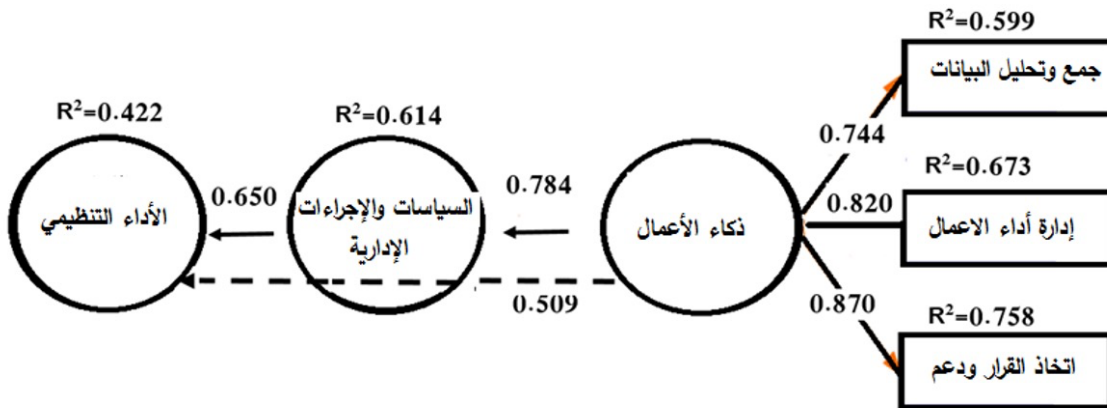
Table (7)				
The direct and indirect effects among the aggregated study variables and the results of the goodness-of-fit for the overall effect among variables.				
Variables		Type of Effect	Effect Value	Significance Level
Business Intelligence	→	Policies and Administrative Procedures	Direct	0.784
Policies and Administrative Procedures	→	Organizational Performance	Direct	0.650

Business Intelligence	→	Organizational Performance	Indirect	0.509
R ² : Policies and Administrative Procedures = 0.614 R ² : Organizational Performance = 0.422				

Model Fit Results	X ²	DF	Sig	DF/X ²	GFI	AGFI	NFI	CFI	RMSEA
Perfect Fit	26.513	9	0.002	2.946	0.950	0.884	0.960	0.973	0.014

And Figure (1) illustrates the impact coefficients of the proposed model.

Figure (1) Impact Coefficients of the Proposed Model



Results

The results indicated the availability of the dimensions of business intelligence (data collection and analysis, business performance management, decision-making and competitive position support) in the Aqaba Company for Port Management and Operation, and this indicates a clear indication that most of the members of the sample surveyed stressed the interest of the Aqaba Company for Port Management and Operation in supporting intelligence systems. Business related to collection, due to its prominent role in supporting many of the administrative decisions that this company may take in its daily dealings. This may also be attributed to the importance of focusing on business intelligence due to the importance of clarity in the direction of the Aqaba Company for future port management and operation and the goals it seeks to achieve, as well. The center you would like to reach in providing service to customers, as business intelligence systems constitute one of the modern applications, and the success and continuity of the Aqaba Ports Management and Operations Company may depend on the extent of its ability to benefit from these applications . It also attributes this to the fact that the Aqaba Ports Management and

Operations Company under study can benefit from applying the sub-dimensions of business intelligence systems in collecting and analyzing data that helps it carry out most of its daily operations and in a way that is reflected in decision-making and supports its competitive position in light of the environment in which it operates. Building business intelligence systems requires collecting information about the organization's internal environment and the external environment in which it operates. It also requires building a data store, which refers to a logical collection of information collected from various databases that are used to support the decision-making process and the organization's competitive position, considering that collecting and analyzing data is the primary generator of diverse skills, experiences, and knowledge, which are exchanged between all administrative levels in the organization. This may be attributed to the importance of performance management in organizing and analyzing business methodologies, processes, and systems related to guiding, guiding and controlling the overall performance of the organization, as well as reducing errors, increasing the efficiency of operations, supporting the innovation process, and comparing the organization's performance with the approved indicators, and this in turn leads to translating goals and crystallizing them into the framework of viable plans for implementation. Which contributes to developing the skills, capabilities and knowledge of workers, providing the best personnel with excellent competencies and qualifications, and seeking the assistance of specialists and consultants in a way that meets the needs of the organization and workers.

Recommendations

In light of the previous results, the study recommends the following:

1. The necessity of strengthening business intelligence systems in the Aqaba Ports Management and Operations Company by focusing on the comprehensive view of the company and its environment, whether the internal environment, which focuses on the strengths and weaknesses in the capabilities of these institutions, or its external environment, which brings opportunities and challenges.
2. The necessity of working to improve the systems of incentives and material and moral rewards in the Aqaba Ports Management and Operations Company, working to unify evaluation standards, activating participation in scientific conferences and seminars, participating in decision-making, and spreading the concepts of transparency and right and linking it to duty, through open meetings that allow the spirit of relations to be spread. Direct and positive in order to improve the performance of employees.
3. The necessity of working to provide business intelligence systems through the understanding of the senior management of the Aqaba Ports Management and Operations Company of the nature and level of importance of improving employee performance. Through the following mechanisms:
 - Developing managers' information about the strategic changes planned to be introduced and providing business intelligence systems with special programs to ensure improving the ability of these systems to improve the business environment.
 - B - Coordination between managers and workers at all administrative levels to discuss and exchange opinions about changes, which leads to the development of a climate of mutual trust

between management and workers, and encourages communication in all directions and participation among workers in decision-making.

- T- Providing employees with a clear understanding and firm conviction of the organization's goals.
- D- Achieving the required complementarity and balance between (authority and responsibility) to reach the targeted achievement.
- C - Encouraging the trend towards change, and everything that leads to searching for new means and methods of work that keep pace with technological developments.

4. Emphasis on conducting further scientific studies on the subject of the current study to include other organizations and samples in order to generalize its results and provide recommendations regarding them.

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