

# Impact of Leadership Intelligence on Competitive Benchmarking in Sample of Jordanian Pharmaceutical Companies

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## Abstract

In knowledge and network based economy and unprecedented competition coming from unconventional environments, leadership Intelligence has increasingly, become a new source of value creation and an indicator of inimitable ability of effective leaders. This paper aims to explore the impact of leadership intelligence and its five dimensions (strategic vision of leadership, ability to work in deferent contexts, ability to influence stakeholders, ability to solve problems, and Ethical intelligence of leadership) on competitive benchmarking and its three selected criteria (corporate market share, profitability, and corporate product development) in Jordanian pharmaceutical industry. A research sample of 167 workers from three companies were taken randomly. A questionnaire was used to collect data from the sample. The main results of the study showed that emotional intelligence has a positive impact on competitive benchmarking.

**Keywords:** intelligence, leadership intelligence, competitive benchmarking.

## 1. Introduction

There is too much talk nowadays regarding the fact that our era is an era of change and, that the main factor of the exceptional influence in the new vision of change is leadership. Consequently, the researchers have paid a considerable attention to all forms and trials of leadership such as: Future-focused leadership (Mrk,2006), Ethical leadership (Bellingham,2003), Global leadership (Wolden,2006), Strategic leadership (Hughes,2005), Heroic leadership (Cohen,2010), Inspirational leadership (Adair, 2003), Missional leadership (Roxburgh and Romanuk,2006), leadership fable (Lencioni and Lencioni 2000), Leadership Pipeline (Charan, et al.,2001), Positive leadership (Cameron,2008), Radical and extreme leadership (Farber,2004), Servant-Leadership,(Greenleaf,1977), The accountable leadership (dive,2008),and Digital leadership (Sheninger,2014)..etc.

Despite the fact that some researcers have shown a considerable interest in studying leadership and its styles and trails, but they fail to pay any attention to intelligence leadership. This study is an attempt to highlight on this new type of intelligence. It is necessary to emphasize that intelligence leadership can be classified as a general intelligence. According to Chamorro-Premuzic and Furnham (2005), general intelligence comprises multiple intelligences. It is a compound intelligence that cover the whole company, not only part of it.

In language terms , intelligence is the human ability to solve problems in a fast , efficient and totally new ways . In market terms intelligence is the most scarce resource at individuals , groups and nations levels . Intelligence , perhaps , is the only human capacity that directly connected with heredity as most scientists ( biologists and psychologists ) argue. Some other studies added to that the effect of innovative surrounding environment on human intelligence . Still some others argue that individual intelligence could ,possibly, be deteriorated under any frustration situations as it is the case of intelligence deterioration in poor developing countries.

Itzkoff in his book “ Decline of intelligence in America” has pointed out series of problems confronting USA ( such as :poor development, unemployment and job losing ,and aggravating social diseases ...etc). He has concluded that; this growing weakness has find its roots in the whole deterioration of the Nation’s intelligence capital . ( Hzkoff,1994,p3).

It might be relevant to mention that the primary attention that was paid to intelligence in USA were for sectarian purposes ,after the negro American joining the USA army in the beginning of the 20<sup>th</sup> century. They used to be asked many racism questions regarding wither their intelligence meets the standard qualification to serve in the US army " As it was posed by German Nazism ,that the Aryan race is the best on earth " . During this era all efforts were directed toward the development of intelligence test and intelligence quotient (IQ).

The Introduction of (IQ) was accompanied by a highly exciting story concerning its expected power of measuring linguistic and arithmetic abilities and predict educational achievement of individuals and human groups depending on the individuals (IQ) . Therefore, that period witnessed an increasing use of all types of intelligence tests in an irrelevant way. This phenomenon has forced, many companies seeking the recruitment of talented and skilled individuals, to use many intelligence tests. This Phenomenon faced a series of impasses due to the following shortages :

- 1- In general ,the intelligence quotient (IQ) that attained by intelligence tests is not a reliable indicator, except a very narrow area in which the test was used for . A grade of 120-140 (IQ) does not necessarily

mean an excellence of individual intelligence in comparison with average (IQ) grade of 100 , because it focuses only on one individual's capacity .

- 2- The human intelligence , in fact , is a multiple intelligences not only one type. In 1983 Gardner , Harvard University professor , has shocked the community of education and specialists in psychology and neuropsychology by his statement that "there are many different types of intelligences" . He concluded that beside ,linguistic , logical and mathematical intelligences ,which all intelligence tests are concerned with , there are five more types of intelligences , these are :spatial, bodily – kinesthetic, musical, interpersonal, and intrapersonal intelligences . In 1999 natural intelligence was added to the intelligences list .It is defined as the skill and ability of knowing and classifying the flora and fauna in a certain environment ([www.gre-enhands](http://www.gre-enhands.com)). This clearly indicates that intelligence as a concept is more wider and deeper than to be measured be these tests, which are most likely focus on few limited aspects of intelligence . Intelligence , in fact , has become the most important company's capacity .Therefore all companies , nowadays are in continuous search for all aspect of intelligence. Table 1 shows that there are 18 types of intelligences.

Table 1:

Author	Intelligence	Notes
Monotheistic religions	- Spiritual intelligence	- Prophets were great models of monotheism and faith in God as a higher power that created the universe.
Greeks philosophers	- Philosophical intelligence	- Greeks philosophers (Socrates, Plato, and Aristotle) expressed a unique example of early philosophical intelligence based on logical reasoning
Cited in: Chamorro-Premuzic and Furnham, 2005	- General intelligence (notion of g)	- General intelligence is the result of various factors of intelligence that can be achieved through multiple tests.
D. Goleman 2001	- Emotional intelligence	EI refers to the capacity of recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and our relationships.
Karl Albrecht, 2006	- Social intelligence	- SI is a set of skill, relationship, and situational awareness to interact successfully with others.
Thomas, D. C. 2006	- Cultural intelligence	- cultural intelligence is an ability that allows individuals to understand and act appropriately across a variety of cultures.
S. Weintraub1998	Hidden or intuitive intelligence	- It is the innovation through intuition.
Glynn,1996 Yaghoubi and Haghi, 2010	- Organizational intelligence	- It is embedded in the structured patterns of thought and action in which employees interact and engage.
Woolley et al. 2010	Collective intelligence	- It is the general ability of a group to perform a wide variety of tasks.
Hasanali, F. et al., ( APQC ), 2004	Competitive intelligence	- It is a core practice among leading organizations.
Lennick. and Kiel 2005	Moral intelligence	- Moral intelligence such as emotional intelligence is Inimitable by competition.
H.Gardner	- Multiple intelligence	- According to Gardner, there are seven kinds of intelligence
Carlo Vercellis, 2009	Business intelligence	- Business intelligence as a set of mathematical models and analysis methodologies representing, provides capabilities to convert this information into a competitive advantage
Craig S. Fleisher, 2008	- Marketing intelligence	- Marketing intelligence is defined a systematic, targeted, timely and ethical effort to collect, synthesize, and analyze competition, markets and the external environment in order to produce actionable insights for decision-makers.
Pellissier and Kruger,2010	- Strategic intelligence	- Strategic intelligence greatly enhances global corporate decision making and creates competitive advantage
J.Menkes, 2005	- Executive intelligence	- Executive Intelligence is the decisive factor in making the stars of companies in today's business environment.
and Moyer, Bonabeau 2001	- Swarm intelligence	- Models and principles of self-organized behaviors are learned from social insects.
Gates and Hemingway,1999 J.Underwood,2004	- Corporate IQ	- The company with a high CIQ, can achieve A higher return on investment

- 3- Intelligence tests usually measure some intelligence aspects within a static time, while in real life, individuals face situations that require intelligence of quick and sophisticated response. These situations are usually related to business competitiveness, where the competitor as a very intelligent opponent

seeking superiority in the market through different types of initiatives and projects. The competitive intelligence is a very active intelligence as it is confronting the new challenges of today's business environment. For all what has been stated, it can be said that companies are in critical need for leadership intelligence, as a general compound intelligence overcomes all kind of intelligence standard tests to facilitate the transformation stage toward the total intelligence concept that covers the whole company.

## 2. Leadership intelligence

In a fast changing business world, companies are not in need for classical traits of leadership, but all are looking for new traits and styles of leadership. Sydanaanlakka (2003), has introduced his model for intelligent leadership. With the increasing importance of the cultures across nations in a diversified world, the Cultural Intelligence has become a new necessary experience in international business (Lynn & Phnn, 2002). The deeply broad changes in businesses has created a real need for new pattern of leadership, that is intelligence leadership. The previously mentioned changes can be summarized as follow:

- The business environment turned to be a rapidly changing environment. Therefore it would be impossible to handle these environmental changes using the old classical methods rather than relying upon capabilities of intelligence leadership.
- All kind of intelligences that a company requires such as organizational, emotional, psychological, social or competitive, can not be handled efficiently without leadership intelligence.
- Changing the patterns of employees in companies through the transition from blue collar workers ( manual workers) to white collar (clerks), and to knowledge workers as new capitalists (according to drucker,2003), and knowledge capitalists as designated by Thoreau,(1997), and intellectuals who are represented by professionals, telecommuters, and mobile workers (Quinn and Finkelstein,1996).
- In the new economy, knowledge, intellectual and digital capital, and intangible assets represent valuable and distinct resources, which can not be managed through traditional methods. So there is a need for a new style of leadership characterized by high capabilities to deal with these resources. The leadership intelligence is the most prominent of these capabilities.

The leadership intelligence is a complex of the total abilities that distinguishes the effectively adoptive, contingent, and transformational leadership in rapidly changing environment. It is the flexible capability which distinguishes the successful management in achieving the company's goals under the normal or challenging circumstances. It might be possible to specify four characteristics of leadership intelligence. First, It is a numerous and composite intelligence. The business is a broad mix of human resources, physical, markets and competitors. So they require diversity and plurality-based intelligent leadership. Second, Its overriding intelligence. Because intelligence is distinct ability, it exceeds all previous manifestations and situations. It does not come down the market twice, but in each time it develops new things. Third: Its competitive intelligence. It does not stop at the response and to address the problems and challenges posed by competitors, but it creates new challenges for rivals. Four and last: It's a powerful driver to create value and turn the leadership into a company's most valuable asset.

## 3. Methodology

### 3.1. Variables of the Study

The main variables of this Study are the dimensions of intelligence leadership and Competitive Benchmarking which are:

i. Independent variables: These variables are the dimensions of intelligence, which have been identified as follows:

- Strategic vision of leadership: According to Porter (1996), strategy is choosing to perform activities **differently** than rivals. Therefore, intelligence leadership can not be met without having a strategic vision of how to influence the employees and achieve the company's goals. It is true to say that the lack of strategic vision is one of the ineffective and negative leadership merits (Aboyassin and Najim,2013).
- The ability to work in deferent contexts: With the increased deployment of globalization and the rapid change in the business environment, leadership intelligence means leadership's ability to work in different contexts and environments. This feature means that there is no one best way of thinking about leadership and its effect on organizational performance depending on the context (Jing and Avery,2008,p68).
- The ability to influence stakeholders : Salder (2003,p43) believes that the essential role of leadership is to make radical changes in response to the changes in society expectations. This task based on leadership success of gaining stakeholder support for that types of changes.
- Ability to solve problems: Gardner (1993) has defined intelligence as ability to solve problems
- Ethical intelligence of leadership: Effective leadership must be characterized by ethics confidence and trust (George,2000,p1027), Ethical intelligence :The national leadership index includes ethics, honesty, integrity,

straightness and professionalism and personal life (www.merrimanriver.com). Lennick et al., (2011) has emphasized, that ethical intelligence enriching leadership success specially during the critical times.

ii. Dependent variables: These variables represent the three criteria of Competitive Benchmarking; corporate market share, profitability, and faster than competitors, corporate product development.

### 3.2. Hypotheses of the study

The main hypothesis were formulated in order to determine the effect of five dimensions of leadership intelligence on the competitive benchmarking in a sample of Jordanian pharmaceutical companies.

Ho<sub>1</sub>: There is no statistically significant effect of Strategic vision of leadership on competitive benchmarking. This hypothesis is divided into three sub-hypotheses (H0a,b&c) according to three criteria of competitive benchmarking ( corporate market share, profitability, and corporate product development faster than its competitors).

Ho<sub>2</sub>: There is no statistically significant effect of The ability to work in deferent contexts on competitive benchmarking.

Ho<sub>3</sub>: There is no statistically significant effect of ability to influence the stakeholders on competitive benchmarking.

Ho<sub>4</sub>: There is no statistically significant effect of ability to solve problems on competitive benchmarking.

Ho<sub>5</sub>: There is no statistically significant effect of ethical intelligence of leadership on competitive benchmarking.

### 3.3. The Sample

In 2014 Jordanian pharmaceutical industry comprehends (16) companies . (www.japm.com/). Three companies were selected as a sample for this study . These companies are : Hikma Pharmaceutical Co. (www.hikma.com), The Arab Pharmaceutical Manufacturing Co. (www.apm.com.jo), and Labatec Pharma (www.labatecpharma.com). Data was collected relying upon the response of (167) employees working in these companies whom they are distributed as follows: Hikma ( 63), APM ( 55), and Labatec ( 49) respondents.

### 3.4. Questionnaire Design

A carefully designed questionnaire was used to collect the required data from the sample of the study. The questionnaire is divided into four sections. These sections are:

1- Demographic data: this section covers the characteristics of the sample (6 paragraphs).

2-Proposed dimensions of intelligence leadership: This section seeks to identify the proposed characteristics of the leadership intelligence from the respondents perspective (10 paragraphs).

3-General Statements: This section contains (28) statements covering five dimensions of leadership intelligence (independent variables).

4- Performance criteria: This section includes statements related to these criteria (dependent variables).

### 3.5. Data collection

167 Questionnaires were distributed and 150 were received 139 of which were appropriate for analysis that representing 93 % of total number of received questionnaires .

### 3.6. Data analysis

To ensure that the questionnaire is appropriate for hypotheses testing, the following tests were conducted.

#### 4. Study tests

##### i. Validity test

Questionnaire was tested by a group of 6 referees (panel of judges) from the teaching staff in Al Zaytoonah University of Jordan to ensure that the questionnaire statements represent the variables of the study and cover all variables content efficiently . In the light of the referees notes the questionnaire was modified and finalized.

##### ii. Reliability test (Cronbach's Alpha):

The reliability analysis that implements **Cronbach's  $\alpha$  (alpha)** level as a criterion of internal consistency of the questionnaire. According to this criterion If Alpha coefficient is greater than (0.60), it would be accepted. The study alpha coefficients of all variable were varied between (0.66 ) and (0.90) as presented in table 3 . According to the presented results the Cronbach's Alpha coefficient would be accepted .

Table 2: Reliability test

Dimensions	Cronbach's Alpha
S.V.	0.73
D.Cs	0.66
S.H	0.82
P.S	0.84
E.I	0.90

**iii. Relationships between independent variables:**

Table 3 below portrays the appropriateness of correlations among all dimensions of leadership intelligence responses and between them and performance criteria.

Table 3: Inter-item correlation matrix

	S.V	D.C	S.H	P.S	E.I	M.S	Pro.	P.D
S.V.	1.000							
D.Cs	0.691	1.000						
S.H	0.453	0.409	1.000					
P.S	0.569	0.586	0.389	1.000				
E.I	0.576	0.595	0.352	0.639	1.000			
M.S	0.18	0.14	0.10	0.14	0.17	1.000		
Pro.	0.24	0.33	0.13	0.34	0.22	0.66	1.000	
P.D	0.19	0.26	0.13	0.29	0.18	0.72	0.74	1.000

S.V = Strategic vision of leadership, D.C = The ability to work in deferent contexts  
 S.H = The ability to influence stakeholders P.S = Ability to solve problems E.I = Ethical intelligence of leadership.  
 M.R = Market share Pro = Profitability P.D = Product development

**5. Sample characteristics**

Table 1 shows Demographic and functional characteristics of respondents (sample).

Table 4: Demographic and functional characteristics for participants (n=138).

Characteristics n	No.	%	Total
<b>Gender</b>			
Male 50 76	89	0.65	
Female 16 24	49	0.35	138
<b>Age in years</b>			
≤ 24	16	0.12	
25-34	68	0.49	
35-44	30	0.22	
45-54	20	0.14	
≥ 54	4	0.03	138
<b>Marital status</b>			
Not married	80	0.58	
Married	58	0.42	138
<b>Education level</b>			
High school	2	0.02	
Community college	10	0.07	
College degree bachelor	89	0.64	
Graduate degree master	35	0.25	
Graduate degree doctorate	2	0.02	138
<b>Experience in years</b>			
< 5	70	0.51	
5-9	42	0.3	
10-14	17	0.12	
≥ 15	9	0.07	138
<b>Number of training programs</b>			
≤ 4	82	0.6	
4-8	21	0.15	
> 8	35	0.15	138

**6. Suggested characteristics of intelligent leadership:**

The questionnaire included a paragraph relating to the proposed ten characteristics of intelligent leadership. Table 4 below shows the results of the respondents answers. High self-confidence was in the first place, where the ability to solve new problems was in the second place.

Table 4: Suggested characteristics of intelligent leadership

Suggested characteristics	Mean	Questionnaire ranking	Respondent ranking
-High self-confidence ,accepting challenges and risks handling .	4.82	8	1
-Ability to introduce rational solutions for new up normal types of problems that a company would face .	4.74	4	2
-Ability to influence his working environment .	4.72	3	3
-Ability to recruit intelligent employees .	4.68	10	4
-Ability to achieve excellence job's outcomes .	4.61	9	5
-High ability of influencing employees .	4.60		6
-Ability to gain information and using it efficiently .	4.59		7
-Ability to conduct different type of jobs.	4.51		8
-ability to meet the purpose .	4.47		9
-Ability to have influence on stockholders .	4.43		10

### 7. Importance of leadership intelligence dimensions:

Table 5 below shows the levels of importance of the five dimensions. Moral intelligence was at the top with an average of (4.13) representing the highest level of importance).

Table 5: Importance of leadership intelligence dimensions (n=139)

Dimensions	Mean	Ranking	Importance level
S.V	3.93	3	High
D.C	3.96	2	High
S.H	3.88	4	High
P.S	3.64	5	Medium
E.I	4.13	1	High

\* Dimension's importance level was calculated according to the following formula:

$$\text{Class interval} = (\text{minimum class} + \text{maximum class}) / \text{number of levels} \\ = (1 + 5) / 3 = 1.33$$

Therefore, the three levels of the class interval are:

The low importance degree =  $1 - < 2.33$

The median importance degree =  $2.33 - 3.66$

The high importance degree =  $> 3.66$

### 8. Hypotheses Testing

To test the study hypotheses, regression coefficient was used to determine the extent of independent variables effects (dimensions of leadership intelligence) on dependent variables (performance standards). The decision rule to accept or reject hypotheses is: if  $F_{\text{calculated}} \text{ value} > F_{\text{tabulated}} \text{ value}$ , null hypothesis would be rejected, otherwise hypothesis would be accepted.

$H_{01}$  There is no statistically significant effect of strategic vision of leadership on competitive benchmarking. This hypothesis is divided into three sub-hypotheses ( $H_{0:a,b,c}$ ) according to three criteria of competitive benchmarking ( corporate market share, profitability, and corporate product development faster than its competitors).

According table 7 and the regression coefficients calculations results , there is a positive impact of leadership vision on all three performance criteria. These coefficients were (0.14), (0.17) and (0.12) respectively. The calculated-F value was (4.992) for the effect on profitability, (8.611) for market share, and (4.909) for product development, at significance level of (P-value < 0.05). All calculated-F values are larger than the tabulated-F value of (1.96), therefore the three null sub-hypotheses are rejected and the alternative sub-hypotheses are accepted. This result indicates that there is a positive effect of the strategic vision of leadership on all three performance criteria.

Table 7: The effect of strategic vision of leadership on performance criteria (n=139)

Dimension	performance criteria	$\beta$	F	Sig
strategic vision of leadership	M.R	0.138	4.992	0.027
	Pro.	0.174	8.611	0.004
	P.D	0.122	4.909	0.028

M.R = Market share Pro = Profitability P.D = Product development

$H_{02}$  There is no statistically significant effect of "ability to work in deferent contexts" on competitive benchmarking.

Table 8 shows the Regression coefficients concerning the effect of "ability to work in deferent contexts" on the three performance criteria, which were (0.104), (0.12) and (0.11) respectively. The calculated-F values was (1.642) for the effect on profitability, (2.165) for market share, and (2.302) for product development at significance level of (p-value <0.05 for the last two performance criteria). The first value of the calculated-F is smaller than the tabulated-F (1.96), and while the other two values are larger than tabulated-F value, therefore first null sub-hypothesis is accepted and other two alternative sub-hypotheses are accepted. This result indicates that there is no effect of the ability to work in deferent contexts on profitability, while there is a positive effect of this variable on market share and product development.

Table 8: The effect of the ability to work in deferent contexts (n=139)

Dimension	performance criteria	$\beta$	F	Sig
The ability to work in deferent contexts	M.R	0.104	1.642	0.002
	Pro.	0.116	2.165	0.043
	P.D	0.109	2.302	0.031

Ho<sub>3</sub>: There is no statistically significant effect of "ability to influence the stakeholders" on competitive benchmarking.

Table 9 shows the Regression coefficients that determine the effect of "ability to influence the stakeholders" on the three performance criteria, and these were (0.113), (0.243), and (0.179) respectively. The calculated-F values were (3.013) for the effect on profitability, (16.960) for market share, and (10.088) for product development at significance level. All these calculated-F values are larger than the tabulated-F value of (1.96), therefore the three alternative sub-hypotheses are accepted. This result indicates that there is a positive effect of ability to influence the stakeholders on all three performance criteria.

Table 9: The effect of 'the ability to influence stakeholders on performance criteria (n=139)

Dimension	performance criteria	$\beta$	F	Sig
The ability to influence stakeholders	M.R	0.113	3.013	0.85
	Pro.	0.243	16.960	0.000
	P.D	0.179	10.088	0.002

M.R = Market share Pro = Profitability P.D = Product development

Ho<sub>4</sub>: There is no statistically significant effect of "ability to solve problems" on "competitive benchmarking".

Table 10 shows the Regression coefficients that determine the effect of "ability to solve problems" on the three performance criteria, which were (0.131), (0.298), and (0.231) respectively. The calculated-F value was (3.034) for the effect on profitability, (18.146) for market share, and (12.727) for product development at significance level of (p-value <0.05). All these calculated-F values are larger than the tabulated-F one (1.96), therefore the three alternative sub-hypotheses are accepted. This result indicates that there is a positive effect of "the ability to solve problems" on all three performance criteria.

Table 10: The effect of ability to solve problems on performance criteria (n=139)

Dimension	Performance criteria	$\beta$	F	Sig
Ability to solve problems	M.R	0.131	3.034	0.008
	Pro.	0.298	18.146	0.000
	P.D	0.231	12.727	0.000

M.R = Market share Pro = Profitability P.D = Product development

Ho<sub>5</sub> There is no statistically significant effect of ethical intelligence of leadership on competitive benchmarking.

Table 11 shows the Regression coefficients that determine the effect of "ethical intelligence" on the three performance criteria, which were (0.158), (0.188), and (0.141) respectively. The calculated-F value was (4.700) for the effect on profitability, (7.152) for market share, and (4.792) for product development, at significance level of (p-value <0.05). All these calculated-F values are larger than the tabulated one (1.96), therefore the three alternative sub-hypotheses are accepted. This result indicates that there is a positive effect of ethical intelligence on all three performance criteria.

Table 11: The effect of Ethical intelligence of leadership on performance criteria (n=139)

Dimension	performance criteria	$\beta$	F	Sig
Ethical intelligence of leadership	M.R	0.158	4.700	0.032
	Pro.	0.188	7.152	0.008
	P.D	0.141	4.792	0.030

M.R = Market share Pro = Profitability P.D = Product development

## 9. Discussion

Leadership Intelligence could be considered as a new topic because great majority of the previous studies have

examined the different types of intelligence, such as emotional intelligence, social, psychological, paying no attention to leadership intelligence. This study examined the intelligence leadership as a general and complex intelligence, that may have a significant impact on both employees and the company. The impact of leadership on employees can be achieved through leadership vision that inspires and motivates employees. In order to achieve effective influence on employees, leadership involves should establishing a clear direction (e.g. creating a vision and establishing strategies) (Lekka and Healey,2012). Intelligence leadership ensures the efficient use of ability to motivate employees and to achieve the company's goals. The main results of this study have confirmed the significant positive impact of a leadership vision to achieve the three performance criteria (improving market share, profitability, and product development).

Drawing from hypotheses testing, there is an insignificant effect of ability to work in different contexts on all three performance criteria. These findings aren't consistent with the results of any other study (Jing and Avery,2008,p68; Hitt, Haynes, and Serpa, 2010,p439). However, this result may explain the unwillingness of respondents to work in a fast-changing environments and different contexts. Therefore, the effect of intelligence has not been reflected significantly on the ability to work in different contexts. Consequently, it may be relevant to conclude that the Jordanian employees do not tend to work in different contexts and environments.

Results of the analysis confirmed that there is a relationship between the ability to influence stakeholders and the three performance criteria. This result reveals that the intelligent leadership has shown increased understanding of stakeholders claims with relevant responses to those claims. Accordingly, these responses to the stakeholders claims, create value for stakeholders and leads to achieve the company's goals (Maak and Pless,2006,p100; Maak,2007,p239).

The type of complex problems that Jordanian pharmaceutical industry is facing beside multi competition challenges, all that strongly require the ability to solve problems. The results of this study showed that there is a significant positive effect of the ability to solve problems on the three criteria for performance.

These results also confirmed that the moral intelligence has a positive effect on three performance criteria. It might be necessary to mention that, business ethics is one of the main challenges that business organizations are facing nowadays . According to Hartley (2008,pxii) corporations have been existing since the Roman times and continue to thrive and flourish for the time being , and corporate wrongdoing has accompanied its existence. Enron and Enronism both tell an important aspect of the ethics story that we live in as a post-Enron culture (Foley and Osula,2012,p6) and where the great companies (Enron, WorldCom and HHI) have fallen down and died because of ethical violations committed by its leaders in the twenty first century business environment.

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