

Cyborg HR: Knowledge intelligence solutions to support behavioral integration of senior management teams in the oil sector

Mohammed Raoof Al-Musawi¹, Reyath Thea Azeez Alsafo², Mohammed Ahmed Waham³

University of Misan, Maysan, Iraq¹⁻³

mohamed@uomisan.edu.iq¹, reyath@uomisan.edu.iq², mohammedwaham@uomisan.edu.iq³



Article History

Received on 29 April 2025

1st Revision on 6 May 2025

Accepted on 15 May 2025

Abstract

Purpose: This study investigates the impact of Knowledge Intelligence on the behavioral integration of senior management teams in the oil sector, with a focus on Misan Oil Company in Iraq. It explores the theoretical and practical dimensions of Knowledge Intelligence—including social capital and team creativity—and how they influence behavioral integration components such as information sharing, collaborative due diligence, and joint decision-making.

Research methodology: A field survey was conducted involving 50 management team members from Misan Oil Company. Quantitative data were analyzed using SPSS and Smart PLS software to examine the relationships between Knowledge Intelligence and behavioral integration.

Results: The analysis revealed a statistically significant relationship between Knowledge Intelligence and behavioral integration (correlation coefficient = 0.307, $p = 0.03$). Among the dimensions, social capital had the highest interaction mean ($M = 3.90$), while innovation participation was the lowest ($M = 2.98$), indicating limited engagement. The findings suggest efforts are being made to improve creativity through innovative programs, but there remains a need for enhanced communication, strategic decision-making, and employee involvement in innovation.

Keywords: Knowledge intelligence, behavioral integration, senior management teams, cyborg human resources, Misan Oil Company

How to Cite: Al-Musawi, M. R., Alsafo, R. T. A., & Waham, M. A. (2025). Cyborg HR: Knowledge intelligence solutions to support behavioral integration of senior management teams in the oil sector. *Journal of Multidisciplinary Academic and Practice Studies*, 3(1), 115-128.

1. Introduction

A significant portion of senior management teams struggle with behavioral integration, while having exceptional individual intelligence. This presents a compelling contradiction for these teams in a period of growing corporate complexity. This tendency fundamentally raises the question of why individual talents so frequently fail to convert into group achievement. Organizational efficiency is no longer dependent on individual intelligence in a world rapidly approaching the concept of "Cyborg Human Resources," where leaders integrate their human qualities with intelligent technology to optimize collective performance.

According to the study, knowing intelligence is the capacity to comprehend complicated information, assess confusing scenarios, and make calculated choices in uncertain circumstances. Conversely, behavioral integration characterizes people's propensity to collaborate effectively, share knowledge, and come to a consensus—turning collective decisions into outcomes that are superior to the sum of their individual parts.

Empirical data suggests that the most cohesive leadership teams are not necessarily composed of the most intelligent individuals; rather, they are those that employ Knowledge Intelligence to establish a shared vocabulary that converts complex ideas into coherent plans. Companies that integrate Knowledge Intelligence into their leadership processes outperform their rivals in terms of return on investment (ROI), according to the McKinsey Global Institute. This isn't just because they have better technology; it's also because they can use it to transform strategic challenges into opportunities for cooperation.

In the contemporary world of Cyborg HR, where human and artificial intelligence coexist, a new issue arises: how can intelligent technology enhance behavioral integration without compromising the human element? This study intends to caution against the "intelligence illusion," which reduces leadership to impersonal cognitive skills while ignoring the fact that true team intelligence is found in transforming individual intelligence into group knowledge. It also aims to empirically support the role of Knowledge Intelligence as a behavioral integration accelerator.

"How can we use our intelligence to enhance each other's capabilities?" is a more pertinent issue at a period of strategic upheaval than "How smart are we?" This study provides a useful paradigm that redefines knowing intelligence within the framework of behavioral integration, with an emphasis on the mediating processes that transform intelligence from an individual asset into a collective competency in hybrid human-machine work contexts.

Research Problem

When it comes to developing behavioral integration in organizations that operate in sophisticated and intensely competitive business contexts, senior management teams are vital. Behavioral integration is the process by which members of a team work together to make choices and interact successfully. Even though its importance has been recognized, little is known about how Knowledge Intelligence aids in this integration.

Knowledge intelligence's ability to assist with organizational constraints and enhance group dynamics has not been considered in previous research, which has mostly focused on emotional intelligence (EQ) as a critical component in building harmonious teams. Despite its benefits, an over-reliance on EQ in relationship management masks leaders' ability to think analytically and deconstruct complex problems into their most fundamental components.

The absence of a solid conceptual framework linking behavioral integration and knowledge intelligence hinders the creation of holistic leadership models that effectively make use of both emotional and cognitive capacities in a complementary manner. This ambiguity makes it challenging for firms to design targeted training programs intended to enhance leaders' analytical and decision-making skills, especially in environments that rely on expert systems and artificial intelligence.

In the era of digital transformation, senior management teams face challenges that cannot be solved by communication skills alone. There isn't much information in the published research about how to measure these cognitive abilities or incorporate them into team performance evaluations. Teams that just rely on emotional intelligence run the danger of failing to fully investigate the root causes of complex situations from a strategic perspective. Moreover, organizations that prioritize leaders with strong communication abilities tend to overlook those with exceptional analytical talents.

Senior management teams must adopt a dual-intelligence strategy that balances empathy and reason in order to achieve behavioral integration that goes beyond simple emotional interactions. It is essential to break down the disciplinary boundaries between organizational psychology and knowledge science in order to develop management theories that can fully comprehend behavioral integration and redefine what constitutes effective leadership.

Research Questions

This research seeks to address the following questions:

1. What is the relationship between the degree of behavioral integration in senior management teams and their Knowledge Intelligence?
2. How can Knowledge Intelligence in senior management teams enhance communication and collective decision-making processes?
3. How can individual Knowledge abilities be transformed into group competencies that promote behavioral integration?
4. Considering the wide variation in Knowledge Intelligence levels among individuals, what potential challenges could behavioral integration encounter?

2. Literature review

The Concept of Knowledge Intelligence

Knowledge intelligence refers to the use of thought, experience, and the senses to acquire knowledge. In this context, the Latin-derived word *consider* means analytical thinking through knowledge and perception, which involves deducing truths (Bayne et al., 2019). Cognition, therefore, encompasses memory, attention, language (both speaking and understanding), problem-solving, reasoning, and decision-making — a set of interrelated mental processes (Hayatbini et al., 2021).

Knowledge intelligence did not emerge in a vacuum or suddenly. Rather, it is the result of the accumulation of many stages, beginning with data, which progresses into information through interconnection and organization. This information is then transformed into knowledge when analyzed and linked to other information, eventually evolving into innovative knowledge throughout human history. This knowledge results from human efforts to improve their lives and solve the problems they face. It is a collective effort that organizes, selects, and expresses specific aspects of reality. This is related to smart capabilities, which are derived from the mechanism of using data, information, and experiences that contribute to the development of knowledge (Al-Musawi, 2023). Knowledge intelligence, according to Madi (2014), is the capacity to carry out tasks in real life and provide workable solutions to common issues by coming up with efficient scientific techniques.

Coetzer (2016) defined it as the mental ability to think, plan, solve daily problems, think abstractly, understand complex ideas, learn from experience, and learn quickly. Kartika et al. (2020) described it as a mental process — encompassing all proactive stages of speech and action that occur in the mind. It begins with the perception of what one feels, remembers, or sees and represents the primary cognitive processes in thinking, making it the most complex mental activity.

Some view knowledge intelligence as deep thinking through understanding and experience — that is, the acquisition of knowledge through perception and the senses (Bayne et al., 2019). Talib et al. (2015) explained that knowledge intelligence has a significant impact on activities requiring a high level of performance, personal commitment, self-confidence, interpersonal trust within organizations, and proactive behavior. It facilitates individuals' work and enhances the motivations of intelligence within them.

Greaves (2019) defined it as a cognitive mental process performed by the brain, involving mental images and realistic or imaginary ideas — either implicit ("inner speech") or explicit, manifested through spoken language or clear behavior. Based on the above, researchers believe that knowledge intelligence represents the mental ability to process, analyze, and use information to solve problems, make decisions, and think logically. This is achieved through perception, understanding, learning, and reasoning. It is linked to the ability to understand and adapt to situations and to build knowledge through experience. It is considered one of the concepts associated with human intelligence and a component of it.

Dimensions of Knowledge Intelligence

Based on previous literature, four dimensions of knowledge intelligence can be identified: emotional intelligence, team or group creativity (Goyal, Ajay & Akhilesh, 2007).

Social Capital

Because it is possible to understand how managers' work can be improved through it, studies and research began to focus on the term "social capital" as a foundation for corporate organizations in the mid-twentieth century. This capital was considered a benefit to communities rather than individuals due to its inherently social nature. In recent years, the concept of social capital has gained momentum to analyze and understand certain social activities—such as collective effort, community bonding, and other social phenomena—that elude interpretation by traditional measures of capital. Unlike other forms of capital, which are based on tangible assets or individuals, social capital is constructed upon social frameworks and depends on the structure of interactions between people and the shared interests that bind individuals to their community (Wasko & Faraj, 2005).

The World Bank noted that social capital enables the coordination of efforts toward common goals through formal social norms and connections within the social structure. Timberlake (2006) defines social capital as “the knowledge, understanding, trust, reciprocity, information, and cooperation that arise from an individual’s social relationships.” Smith (2006) highlights that the concept of social capital is useful when describing scenarios of collaborative relationships within organizations. Although the concept of social capital has not been definitively defined, it has been described in an organizational context as “the set of tangible and intangible assets that an individual possesses within an organization as a result of their social relationships and how these assets contribute to the achievement of organizational goals” (Gabbay & Leenders, 1999). They further explain that an individual’s social capital is a product of the quality of their connections with coworkers—low social capital stems from distrustful relationships, while high social capital results from strong, close relationships.

Emotional Intelligence

Among the more recent ideas highlighting the role of the emotional system within the knowledge framework of human capabilities is the concept of emotional intelligence. At the same time, this concept aligns with conventional wisdom, which views emotions as a system separate from thought and as an obstacle to creative thinking. Given that knowledge ability enhances the emotional system, and the knowledge system directs emotions through the abstract, inferential knowledge system, emotional intelligence is the end product of the integration of both systems (Mayer, 2001). The concept of intellectual work leads to creativity and radical problem-solving instead of performing routine methods (Al-Musawi, 2023)>

Researchers Mayer and Salovey (1997) define the ability to recognize and manage one's own and others' emotional states as a component of emotional intelligence, which they categorize as part of social intelligence (1997). They first used the term "emotional intelligence" in 1990. The ability to distinguish between different emotions and use this knowledge to justify one's thoughts and behavior is another defining characteristic of this trait. People with emotional intelligence are able to communicate their feelings, read the emotions of others, and control their own emotions, according to research that has attempted to establish a scientific method for measuring individual differences in this area. After reading the writings of Mayer and Salovey in the early 1990s, Daniel Goleman published his own definition of emotional intelligence in his book *Emotional Intelligence* the same year. Goleman believed that an individual's success in personal, professional, and social life depended on their non-cognitive abilities and skills. According to Goleman, emotional intelligence can be taught. Emotional competence is divided into two parts: personal competence, which deals with self-management, and social competence, which includes communication with others (Goleman, 1995).

Team Creativity

Organizational success in today's complex marketplace comes from companies that value individual teams over collaboration. However, there is insufficient structure to explain the fact that task type and group size affect team performance. Studies such as Hoffman & Maier (1961) have shown that diverse groups outperform homogeneous groups when it comes to solving difficult problems and making good decisions. Goyal & Akhilesh (2007) identified five broad types of team capabilities and competencies in previous studies. Mohrman & Cohen (1995) also emphasized the importance of

social norms for effective team performance. Collective emotional intelligence, collective intelligence, shared traits, and a range of other team personality and emotional attributes may shed light on complex behaviors. highlights the unique skills of a transformational leader in bringing about change and creativity (Hoshi et al. 2025). Studies (Gantt & Agazarian, 2004) have pointed to the importance of considering team composition factors such as communication, power dynamics, and goal setting. A team consists of a limited number of people who have agreed on a common purpose, responsibilities, and ways of working (Katzenbach & Smith). Salas et al. (1992) state that a team is an adaptive group with defined responsibilities and limited membership terms that interact with each other and adapt to achieve a common goal.

The Concept of Behavioral Integration

Behavioral integration among team members emphasizes the need for communication and interdependence. The CEO oversees behavioral integration because they have the ability to attract these executives to their departments and establish guidelines for their shared interests, as well as a balance of power and influence among team members. By combining three elements—information sharing, teamwork, and collaborative decision-making—behavioral integration is defined as a formation that achieves team outcomes (Barraza, 2018).

It is also characterized as the superstructure that governs team processes in social behavior (collaborative behavior) and tasks (knowledge sharing and joint choice making) (Zhang & Kwan, 2019). Wang et al. (2021) described behavioral integration as a group action that entails social communication among members of the top management team. According to Rosenkranz & Wulf (2017), the various phenomena of top management team participation in collaborative behavior, information sharing, and joint decision-making include the sharing of resources, decisions, and knowledge among team members. (Luo et al., 2018) A term that represents the precise basis of the social and emotional processes of top management teams, as well as their behavioral tendencies and tasks, as a whole and integrated whole. (Wai On et al., 2013) Numerous studies have revealed that organizational effectiveness depends largely on behavioral integration (Wang et al., 2021). Integrated management teams have also been considered, as they appear to make better strategic judgments than others. The top management team (TMT) is characterized by behavioral integration, which includes differences in demographics, perspectives, attitudes, and experiences, and thus better adapts to unstructured creative challenges. Kbiza members come from all backgrounds, knowledge, and experience (Xiaobao et al., 2022). (Leunbach et al., 2022) They claim that diverse teams—as well as those composed of members who value and prefer multitasking rather than sequential work—have a richer and more accurate set of information about their environments and will pay more attention to and engage with relevant external information.

Behavioral integration also improves the appropriate climate and incentives that help employees learn, enabling information sharing and teamwork among the senior management team, frequent interaction with other members, and the direct and indirect experience of individual learning. Behavioral integration also develops social mechanisms, including trust; this is manifested in team members' resistance to engagement, which provides a degree of creative professional dialogue and information exchange. (Du et al., 2021), and (Shepherd et al., 2023) believe that close and regular communication between behaviorally integrated senior managers, as well as the exchange of honest ideas, helps in arriving at common solutions... Based on the above, researchers note that behavioral integration is a concept that refers to the degree of cohesion and harmony in the work of members of a senior management team (such as executives), as they operate as an integrated unit rather than as a group of isolated individuals, with a focus on interactive processes that improve collective effectiveness, such as information exchange and joint decision-making. Behavioral integration is an integrated system that reflects the maturity of a management team, not just ordinary cooperation. Although creating a supportive culture and systems requires time and dedication, building this system becomes critical to achieving competitive advantage.

Dimensions of Behavioral Integration

Behavioral integration is viewed as a broad variable in terms of breadth and intellectual complexity, which broadens the base of views proposed to define the dimensions of this variable. This prompts the researcher to select a set of dimensions consistent with the nature and characteristics of the field of research and the organizations being researched. These dimensions can be indicated in the following points:

-Information exchange

Data is of paramount importance in administrative tasks, as the quality of choices made at all levels of management depends on the accessibility and accuracy of information. highlighted the importance of information in the administrative decision-making process, stating: "Every organization is forced to make distinct and consequential decisions to achieve high levels of efficiency and creativity. Such decision-making requires a focus on information and its quality, making the acquisition, storage, and use of information a fundamental investment activity" (Bouazza, 2003). Given the importance of the duties and responsibilities of the senior management team, they need the knowledge to envision the future of the organization and the nature of the market in which they will operate. The information required at this level is carefully selected, obtained from external sources, has lasting value, and requires significant expertise and discernment to implement. This exchange is essential for team members to coordinate their individual tasks with the team's collective responsibilities. Since each member typically embodies a distinct functional perspective, information sharing is critical to fostering a comprehensive understanding of tasks and circumstances, thus facilitating the formulation of appropriate strategies and solutions (Rosenkranz & Wulf, 2017). It is important to emphasize that withholding information relevant to the situation under examination is likely to reduce the team's effectiveness, as ignoring any data, no matter how simple, may lead to the neglect of potential options related to the issue at hand. Consequently, the team may fail to recognize all the implications of the situation it faces or may not adequately assess the risks to the organization resulting from the decisions it makes (Jamil, 2010).

Collaborative Behavior

Teamwork to solve urgent problems has become more important, and recently there has been a clear shift away from individuals working alone toward more group projects. The common definition of collaboration is working together to integrate information with the goal of generating mutual gain . Essentially, the team's attitudes, beliefs, and feelings focus on collaboration—which is seen as the engine of collective action. This perspective views teamwork as utilizing each member's specific set of expertise and capabilities to achieve a common goal. It is a metaphor for the interconnected web of online communities, the collaborative power of the modern business environment, and other technological marvels (Al-Sakarneh, 2019).

Shared Decision Making

.The company's senior management should move towards leadership and speed in its strategies (Al-Musawi,2022). Under certain conditions, participatory decision-making is more effective; among these factors, superior decision quality is essential, especially when subordinates have significant knowledge and understanding of the problem and when they may fail to implement the decision effectively without agreement on the issue. Furthermore, it has been observed that managers tend to shift from an authoritarian approach to a more inclusive and participatory style when the company has a dispersed or less authoritarian structure because they see this change as increasing organizational efficiency without sacrificing their authority (Park, 2017).

3. Methodology

The positivist research theory is the basis of this investigation. This theory's key component includes objectivity, quantitative measurement, and the use of scientific methods to ascertain connections between variables (Al-Azzam, 2023). The function of knowledge intelligence in fostering behavioral integration among senior management teams will be investigated through the gathering and analysis of empirical data.

Furthermore, a cross-sectional strategy was used to collect data from a particular demographic group at a certain time (Cohen, 2013). In this instance, it is essential to look at the relationships between the variables. Our cross-sectional method will allow us to quantify the interactions among these components. The quantitative research methodology was based on positivist principles. Quantitative data was collected using questionnaires designed to investigate the main factors found in this study. These traits were measured using five-point Likert scales that were taken from reliable instruments in the literature. Feedback from previous studies was used to develop the study model. According to Goyal, Ajay, and Akhilesh (2007), knowing intelligence was the independent variable, and behavioral integration was the dependent variable (Zhang & Kwan, 2019: 4).

Research that seeks to examine a particular model of the relationship between variables use structural equation model analysis (Mhmood et al.2024). Smart-PLS, a tool designed for structural partial least squares modeling, was used to evaluate the data. The study sample consisted of administrative leaders from the department heads of Misan Oil Company. The minimal sample size (N) was estimated at 50 to guarantee sufficient statistical power to evaluate the research model. For exploratory research or scenarios like this one where the study model is complex and includes latent variables, PLS-SEM is very appropriate.

The study hypotheses were verified using SMART PLS software and structural equation modeling approach.(Mhmood et al.2024)

4. Results and discussions

Discriminant Validity

The third validity metric in the PLS approach is discriminant validity. To confirm discriminant validity, the Fornell and Larcker (1981) approach was applied in this study. When one of the model's components interacts with its indicators more than it does with the other constructs, this approach is said to have satisfactory discriminant validity. When each construct's AVE is larger than its shared variance with the other constructs—that is, when the square root of the AVE is larger than the correlation coefficients—Fornell and Larcker claim that discriminant validity is acceptable. This matrix is displayed below in Table 1.

It should be noted that the Fornell-Larcker matrix only contains first-order latent variables. If the numbers on the major diagonal (the square of the AVE) are higher than their baseline values, then this model also has good discriminant validity:

The square root of the AVE for each of the first-order variables is higher than the correlation value between them, as shown in the matrix below, suggesting that the measurement models are reasonable and have sufficient discriminant validity.

Table 1. Discriminant validity assessment matrix by Fornell and Larcker method

	Knowledge intelligence	Team creativity	cooperative behavior	emotional intelligence	exchange of information	shared decision making	social capital
Knowledge intelligence	0.592						
Team creativity	0.821	0.827					
cooperative behavior	0.357	0.208	0.781				
emotional intelligence	0.781	0.398	0.433	0.637			
exchange of information	0.325	-0.031	0.275	0.632	0.767		

shared decision making	0.200	0.006	0.188	0.320	0.631	0.646	
social capital	0.858	0.529	0.269	0.615	0.296	0.208	0.686

Description results

The researchers analyzed the data using the SPSS statistical program, obtaining arithmetic means and standard deviations for several questionnaire items to provide a comprehensive picture of the degree of agreement among the research sample. The values of the arithmetic means and standard deviations can be viewed here. The results of the questionnaires will be presented and analyzed for the responses of the research sample members regarding the variables. (Hassoon et al,2022)

Statistical description (Knowledge intelligence)

Table 2. Values of arithmetic means and standard deviations of the independent variable

	Paragraph	standard deviation	arithmetic mean	Importance ratio
First: Social capital				
1	Do you think social capital helps integrate people into an organization?	1.29	3.44	3
2	Does your company use social capital ideas to integrate management processes with employee actions?	1.47	3.52	2
3	Does interaction and cooperation between employees help improve the work environment?	1.26	3.90	1
Second: Emotional intelligence				
4	Do the elements of emotional intelligence help in shifting from negative feelings to positive ones depending on the circumstances?	1.30	3.88	1
5	Do you think that emotional intelligence factors help enhance the attractiveness of human resources in an organization?	1.48	3.60	2
6	Can emotional intelligence determine company members' priorities? Third: Team Creativity	1.34	2.94	3
Third: Team creativity				
7	Does team collaboration help enhance actions and events associated with the use of strategies?	1.36	3.66	2
8	Can the creativity of the company's work team enable it to excel in its products?	1.23	3.78	1
9	Do you think that work teams contribute to resolving conflicts and problems?	1.30	3.14	3

Arithmetic means and standard deviations of sample responses based on a five-point Likert scale for the independent variable, Knowledge intelligence. The first component, social capital, scored the highest (3), with an arithmetic mean of 3.90, a standard deviation of 1.26, and a high response rate. This indicates that employees prioritize communication and collaboration in improving the work

environment, demonstrating the presence of a strong collaborative culture within the company. The lowest item received a score of (1), with a mean of 3.44 and a standard deviation of 1.29, indicating an average response rate. This may indicate that the function of social capital in assimilation within the organization is less distinct than its role in improving the work environment. The second component, emotional intelligence, scored the highest at (4), with a mean of 3.88, a standard deviation of 1.30, and a high response rate. This confirms that emotional intelligence is an effective tool for regulating and changing negative emotions based on circumstances, thus enhancing the psychological well-being of employees. The lowest item was (6), with a mean of 2.94, a standard deviation of 1.34, and an average response rate, indicating that emotional intelligence possesses insufficient use in determining members' priorities, and its function in this regard remains unclear. Regarding the third dimension, team creativity, the item with the highest score was (8), with a mean of 4.06, a standard deviation of 1.23, and a high response rate. This result demonstrates a strong belief in the importance of work teams. To achieve product quality, indicating a belief in collaboration as a critical element for success. Item (9) indicates the lowest value, with an arithmetic mean of 3.14, a standard deviation of 1.30, and a moderate response rate. This may indicate a deficiency in utilizing work teams in resolving conflicts, or that their effectiveness in this regard is insufficient.

Statistical description (behavioral integration)

Table 3. Values of arithmetic means and standard deviations of the dependent variable

	Paragraph	standard deviation	arithmetic mean	Importance ratio
First: Exchange of information				
10	In order to achieve the desired goals, the company's employees and managers are keen to exchange information and knowledge.	1.29	3.40	2
11	Company strategies and policies are subject to change, and employees and managers exchange information about these changes.	1.34	3.14	3
12	Innovative and innovative ideas that contribute to the company's performance are generated through discussions among company members..	1.06	3.62	1
Second: Joint decision-making				
13	Decisions that contribute to achieving goals are made and implemented by company members.	1.39	3.18	2
14	All team members are encouraged to participate in discussions regarding their opinions, and none are ignored.	1.32	3.28	1
15	Member participation in the decision-making process is a substantive issue, not a formal one.	1.46	2.98	3
Third: Cooperative behavior				
16	A company member gets help from others when he is busy.	1.29	3.60	1
17	The company's team members enjoy the freedom that makes their work easier.	1.38	2.92	3
18	In order to come up with innovative ideas during crises, team members in the organization collaborate really well.	1.33	3.06	2

Table 3 shows the means and standard deviations of the sample responses based on the five-point Likert scale for the dependent variable, behavioral integration. The first dimension, information exchange, as shown in paragraph (12), showed the highest mean score of 3.62, a standard deviation of 1.06, and a significant response score. This indicates the presence of a productive culture in group discussions, which fosters the generation of innovative ideas that improve company performance. The lowest-scoring item was paragraph (11), which showed a mean of 3.14, a standard deviation of 1.34, and a medium response score. This may indicate insufficient communication between management and employees regarding strategic changes or a lack of clarity in the methods used to convey this information. The second dimension, shared decision-making, showed the highest score, as shown in paragraph (14), with a mean of 3.28, a standard deviation of 1.32, and a medium response score. The results indicate that the organizational environment promotes participation in discussions; However, the mean indicates that this encouragement does not consistently have a tangible impact on the decision-making process. Item (15) showed the lowest value, with a mean of 2.98. The standard deviation of 1.46, along with the average response score, indicates that participation in decision-making may often be formal, with employees' opinions not being fundamentally taken into account. The third dimension, cooperative behavior, represents item (16), which has a mean of 3.60, a standard deviation of 1.29, and a high response score. The results indicate effective cooperation among employees during high-pressure situations, demonstrating team cohesion. The lowest item is item (17), with a mean of 2.92, a standard deviation of 1.38, and an average response score. A low mean may indicate restrictions on employee autonomy or a rigid organizational structure that restricts performance flexibility.

R2 criterion

The R2 criterion indicates the influence of an external variable on an internal variable. Three values, 0.19, 0.33, and 0.67, are considered standard values for weak, medium, and strong R2 values. As can be seen, the R2 value for cooperative behavior (0.127) shows a weak effect, information exchange (0.106) shows a weak effect, and shared decision making (0.040) shows a weak effect of these variables on the internal variables of the model.

Figure 1) Significance coefficients of the structural equation model for the research

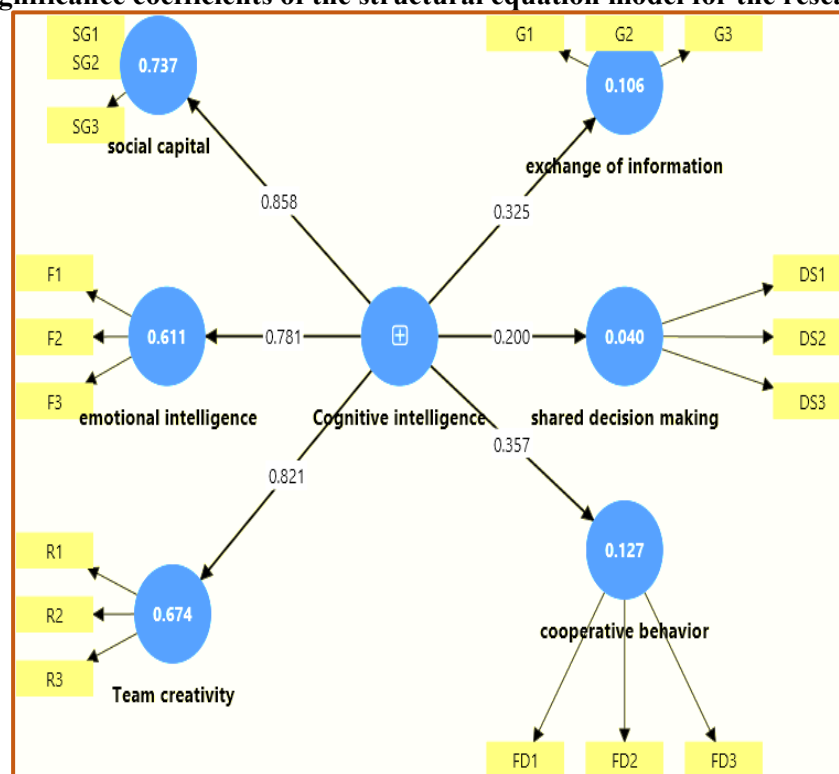


TABLE 4: R2 values

	R-square	R-square adjusted
exchange of information	0.106	0.671
Shared decision making	0.127	0.118
cooperative behavior	0.040	0.607

Statistically Significant Z-Coefficients

In connection with Model Paths, The T-coefficients for the pathways were calculated and are shown in Figure (1) below. It is evident that all of the model's routes have T-coefficients higher than 1.96, and all apparent correlations are significant at the 0.000 level. As a result, we embrace any theory that relates Knowledge intelligence to the behavioral integration aspects of senior management teams.

Table 5. Z-coefficients and critical path

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Decision
Knowledge intelligence -> cooperative behavior	0.357	0.380	0.087	4.110	0.000	Supported
Knowledge intelligence -> Shared decision making	0.200	0.786	0.048	16.343	0.000	Supported
Knowledge intelligence -> exchange of information	0.325	0.340	0.084	3.885	0.000	Supported

DISCUSSION - PRACTICAL IMPLICATIONS

The study showed that Knowledge intelligence is strongly and positively associated with improved behavioral integration within work teams, with both emotional intelligence and social capital playing a pivotal role in enhancing this integration. For example, companies where managers possess high levels of emotional awareness have demonstrated a greater ability to manage conflict and foster collaboration compared to teams that rely solely on abstract analytical skills. However, this relationship does not operate in isolation from the organizational context. The results revealed that participation in decision-making is often formal and insubstantial, limiting the impact of Knowledge intelligence on strategic outcomes.

Although individuals with high Knowledge skills generate innovative ideas that contribute to improved performance (as demonstrated by survey items related to creativity), these ideas rarely translate into actual decisions due to centralized power structures or the lack of clear mechanisms for incorporating employee opinions. For example, at one of the technology companies surveyed, employees demonstrated high levels of creativity in brainstorming sessions, but their ideas were not implemented due to bureaucratic decision-making.

The results also highlighted that organizational culture significantly impacts the effectiveness of behavioral integration. Lack of transparency in organizations resulted in poor communication regarding strategic changes, which in turn caused resistance to change and a decline in team trust. Conversely, even in the absence of explicit rewards, people were more inclined to assist their coworkers in times of need in organizations that adopted a collaborative culture, demonstrating that

the organizational setting can either strengthen or lessen the influence of individual abilities. The study provided deep insights into the intricate connection between behavioral integration in work teams and knowledge intelligence. It proved that this relationship is shaped by the dynamic interaction of several factors rather than functioning in a vacuum. In the absence of a supportive organizational environment, high knowledge abilities—while crucial for processing complex information and coming up with creative ideas—do not always translate into behavioral cohesion.

One interesting feature that emerges in this situation is the distinction between formal and substantive participation in decision-making. Although many firms employ people with great analytical abilities and innovative ideas, their influence on strategic decisions is still very minor. This discrepancy can be attributed to the hidden power dynamics that occur in organizations, where participation processes can sometimes become into organizational rituals intended to enhance reputation without really changing the allocation of decision-making authority. Emotional intelligence is a crucial element in this equation.

Teams with high emotional awareness were found to be able to maintain unity under pressure and during crises, manage conflicts over priorities in a constructive way, and transform heated discussions into opportunities for mutual learning through an analysis of daily interactions within work teams. These results are consistent with what we see in the world's best teams, who recognize that intelligence alone is insufficient without interpersonal skills.

However, without a supporting company culture, even these skills are still only partially successful. Regardless of individual skill levels, some firms' strict hierarchical structures and vertical communication impede any sincere attempts at behavioral integration. In contrast, we observe how informal communication networks and clever incentive schemes in open-culture organizations translate individual talents into group accomplishments.

. It has been demonstrated that an overemphasis on personal financial incentives can backfire, which is where the incentive paradox comes into play. These incentives have occasionally resulted in the "tunnel phenomenon," where people only concentrate on their limited personal objectives, eroding the collaborative and integrated spirit that the organization as a whole needs. These findings are especially significant given the swift organizational changes occurring in today's business environment, such as hybrid work and digital transformation.

Building cohesive teams is now a strategic requirement for survival in a complex and volatile market, not just a desirable management skill. To achieve this, an integrated strategy that incorporates skill development for individuals, organizational structure redesign, and the creation of a genuinely collaborative culture must be implemented. In the end, this study shows that effective behavioral integration is the result of a complex web of interactions between organizational structures, incentive programs, cultural values, and knowledge and emotional capacities. Organizations can only attain the delicate balance between individual effectiveness and collective cohesion that defines high-performing teams by comprehending and deliberately managing these intricate interactions.

5. Conclusions

Without a doubt, multidisciplinary efforts are still ongoing, and we still need to develop the abilities required for the current ecosystem. In light of this, it is essential to design flexible DJ programs that require real-world examples and experiential learning so that students may monitor the development of their event management skills and self-awareness. When faced with scenarios that challenge the demands of daily chores and complex difficulties, they become more skilled at maintaining equilibrium in difficult circumstances, which improves the team's capacity to work efficiently.

In the era of "Human Resource Cyborgs,"—where people combine their human skills with smart technologies such as artificial intelligence and creative analytics—the development of these skills becomes more urgent. Technology cannot replace the human atom, with its effort, requiring a flexible organizational culture that supports human-to-human interaction. For example, AI systems can

analyze team dynamics and call for action, but the commitment remains within the leading team to advanced interactive intelligence that understands and applies these analyses.

It is also necessary to expand the scope of scientific research to include the study of influencing factors, as culture is a pivotal part of healthcare or disability as part of behavior. The new culture of cooperation, with its new freedom and collaboration, is a special set for collective action to flourish, while allowing hidden conflicts to strengthen cooperation. The "cyber human resource" agreement becomes more final and fair, as digital incentives (such as blockchain-based rewards) must be integrated with traditional and effective incentives for technologically enhanced employees.

As for party building, adopting more inclusive approaches, such as establishing decentralized communication channels and inventing methods for establishing a cycle, ensures broad participation from various business activities. This is a result of the findings of "cyber leadership," where artificial intelligence concepts have emerged to see the thoughts of all individuals, while the human role remains important in transforming these democracies into an effective balance. In the field of conflict management, cyber mediation systems can be a pivotal component. Analyzing programs for anonymous conflicts quickly identify the underlying causes, but solutions still rely on human skills in communication and empathy. Hence, the need for multi-programs that combine human skills with advanced technology.

Finally, within the framework of future studies, the impact of cyber transformation on behavioral integration could be explored, such as:

1. How can computer-based interfaces (BCIs) enable communication between team members?
2. What is the role of virtual reality in building virtual teams?
3. How can incentive systems be designed to support digital collaboration in hybrid work environments?

In conclusion, these recommendations represent a roadmap for a future of "cyber HR," where modern human integration becomes an important technological factor for creating empowered teams capable of innovation in the increasingly complex work environment.

References

- Abbas Elaibi Hassoon, Al-Saedi, M. A. H., & Al-Saedi, M. A. H. (2022). The role of e-tourism marketing in creating perceived value for the customer. *International Academic Journal of Social Sciences*, 9(2), 226–236.
- Al-Musawi, M. R. M. (2023). The role of knowledge makers in building the capabilities of ingenious organizations. *Czech Journal of Multidisciplinary Innovations*, 22, 1–13.
- Al-Sakarneh, B. K. (2019). The impact of job competencies to achieve teamwork collaboration: Evidence from Jordanian firms. *Management Science Letters*.
- Barraza, R. (2018). *Leadership and behavioral integration: Leader's influence and team's behavioral integration in modern organizations* (Doctoral dissertation). Our Lady of the Lake University, Houston, TX.
- Bayne, T., Brainard, D., Byrne, R., Chittka, L., Clayton, N., Heyes, C., ... Webb, B. (2019). What is cognition? *Current Biology*, 29, 8–15.
- Bouazza, A. M. S. (2003). The reality of using information in decision-making and problem-solving in Gulf institutions. In *Proceedings of the Third Scientific Conference, Arab Federation for Libraries and Information Management*.
- Coetzer, G. H. (2016). Emotional versus cognitive intelligence: Which is the better predictor of efficacy for working in teams? *Journal of Behavioral and Applied Management*, 16(2).
- Du, J., Chan, L. B., Birnbaum, A., & Lin, X. (2021). Learning within teams: A multilevel analysis of team behavioral integration and creativity. *Small Group Research*, 53(2), 274–306.
- Gabbay, S. M., & Leenders, R. Th. A. J. (1999). *Corporate social capital and liability: The structure of advantage and disadvantage*. Boston, MA: Kluwer Academic Publishers.
- Goleman, D. (1995). *Emotional intelligence*. New York, NY: Bantam Books.

- Goyal, A., & Akhilesh, K. B. (2007). Interplay among innovativeness, knowledge intelligence, emotional intelligence and social capital of work teams. *Team Performance Management*, 13(7/8), 206–226.
- Greaves, C. (2019). Emotional, social and knowledge intelligence. *IIBM's Journal of Management*, 26–35.
- Hayatbini, N., Knauf, K., & Kalia, V. (2021). Knowledge reappraisal moderates the relationship between perfectionism and knowledge flexibility. *Journal of Clinical Psychology*.
- Hoffman, L. R., & Maier, N. R. (1961). Quality and acceptance of problem solutions by members of homogeneous and heterogeneous groups. *Journal of Abnormal and Social Psychology*, 62(3), 401–407.
- Hoshi, H. N., Ibrahim, H. A., Al-Musawi, M. R., & Mustafa, A. A. (n.d.). The impact of transformational leadership and workplace bullying on service quality. [Manuscript in preparation].
- Jamil, A. N. (2010). The formation of knowledge patterns and strategic leadership patterns determining the effectiveness of the senior management team: A test study of a sample of leaders of the offices of inspectors general (Unpublished doctoral dissertation). University of Baghdad, Baghdad, Iraq.
- Kartika, R., Sutiadiningsih, A., Zaini, H., & Meisarah, F. (2020). Factors affecting knowledge intelligence theory. *Journal of Critical Reviews*, 7, 410–402.
- Katzenbach, J. R., & Smith, D. K. (1993). *The wisdom of teams*. Boston, MA: Harvard Business School Press.
- Leunbach, D., Erikson, T., & Rapp-Ricciardi, M. (2020). Muddling through Akerlofian and Knightian uncertainty: The role of sociobehavioral integration, positive affective processes, and ambiguous data. [Journal Name, Volume(Issue), Page range if available].
- Luo, B., Zheng, S., Ji, H., & Liang, L. (2016). Ambidextrous leadership and top management teams. [Journal Name].
- Madi, K. M. S. (2014). A study of the relationship between emotional intelligence of managers in managing organizational conflict: Applied to local government organizations in Kafr El-Sheikh Governorate (Unpublished master's thesis). Menoufia University, Egypt.
- Mayer, J. D., Perkins, D., Caruso, D. R., & Salovey, P. (2001). Emotional intelligence and giftedness. *Roeper Review*, 23(3), 131–137.
- Mayer, J. D., Caruso, D. R., & Salovey, P. (1997). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, 27(4), 267–298.
- Mhmood, M. R., Sani, M. A., Safari, M., Shirkhodaie, M., & Azeez, R. T. (2024). The impact of effective coaching on sales performance mediated by the role of soft skills in the tourism industry. *Journal of Ecohumanism*, 3(7), 3045–3057.
- Mohammed Raoof Mhmood Al-Musawi, Al-Saedi, M. A. H., & Hassoon, A. E. (2022). The role of entrepreneurial strategies in achieving organizational excellence. *American Journal of Business Management, Economics and Banking*, 5, 34–47. Retrieved from <https://americanjournal.org/index.php/ajbmweb/article/view/125>
- Park, J. (2017). How does employee empowerment contribute to higher individual and workgroup performance? An empirical assessment of a trickle-down model in law enforcement agencies in Ohio (Doctoral dissertation). The Ohio State University, Columbus, OH.
- Rosenkranz, C., & Wulf, T. (2017). Behavioral integration as a relational governance mechanism in family firms: The moderating role of family involvement in management. *Journal of Small Business Management*.