

Analysis and Examination of the Role of Cultural Intelligence and Strategic Thinking in Organizations (A Review Study)

Mahid. Keykhanejad^{1*}, Khalilollah. Kord², Samaneh. Saeedi³, Mehran. Javan⁴, Nadiya. Arjmandi⁵

¹ Assistant Professor, Department of Educational Sciences, Farhangian University, Tehran, Iran

² Department of Psychology, Payam Noor University, Khash, Iran

³ Master's Degree, Department of Sociology, University of Sistan and Baluchistan, Zahedan, Iran

⁴ Master's Degree, Department of Educational Sciences, Birjand University, Birjand, Iran

⁵ Master's degree, Department of Psychology, University of Sistan and Baluchistan, Zahedan, Iran

* Corresponding author email address: mkeyka@yahoo.com

Editor

Aliakbar Aminbeidokhti^{id}
Educational Administration, Faculty
of Psychology and Educational
Sciences, Semnan University,
Semnan, Iran
kafashpor@um.ac.ir

Reviewers

Reviewer 1: Masoud Hoseinchari^{id}
Associate Professor, Department of Educational Sciences, Shiraz University, Shiraz,
Iran. Email: hchari@shirazu.ac.ir

Reviewer 2: Marco Yamba-Yugsi^{id}
Unidad Académica de Posgrado, Universidad Católica de Cuenca, Azuay 010101,
Ecuador
Email: marco.yamba@ucacue.edu.ec

1. Round 1

1.1. Reviewer 1

Reviewer:

The definitions of cultural intelligence and strategic thinking are detailed but could benefit from a concise summary before diving into the detailed descriptions. This will help readers grasp the core concepts quickly.

The methodology section should elaborate on the criteria for selecting the reviewed studies. For example, specify whether there were particular inclusion or exclusion criteria for the library resources and written data.

The article often introduces new sources without integrating them into the overall argument. For instance, "Rabiei et al. (2008)" is mentioned multiple times but without a clear connection to the overarching narrative of the study.

The section on strategic thinking should include a more detailed discussion of how the theoretical framework was applied in the reviewed studies. Specifically, how "Abraham defines strategic thinking as identifying reliable strategies" is operationalized in organizational settings.

Authors revised the manuscript.

1.2. Reviewer 2

Reviewer:

The abstract lacks specificity in detailing the methods used. Consider expanding the sentence "This research was conducted descriptively using library resources and written information and data" to include the types of library resources and the nature of the written data.

The introduction needs a clearer connection between the various concepts introduced, such as organizational culture and cultural intelligence. For instance, the transition from "Culture is not merely an accumulated collection of customs" to "Culture can play its different roles through various mechanisms" can be made smoother by explaining how these mechanisms directly relate to organizational behavior.

The findings would benefit from a comparative analysis of cultural intelligence across different organizational contexts. For example, how does cultural intelligence impact performance differently in multinational corporations versus local businesses?

The paper references empirical studies (e.g., "Results from a study among 47 workgroups at the Mobarakeh Steel Company") but does not provide detailed data or results from these studies. Including specific data points or summaries of findings would strengthen the argument.

The discussion on cultural intelligence touches on various interdisciplinary elements. Clarify how these elements (e.g., emotional intelligence, social intelligence) are integrated into the concept of cultural intelligence.

Authors revised the manuscript.

2. Revised

Editor's decision after revisions: Accepted.

Editor in Chief's decision: Accepted.