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The Role of Strategic Intelligence in Enhancing Management Development - A Field Study in Asiacell Company for Communications in Iraq

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Abstract

The study aims to demonstrate the role of strategic intelligence determinants in promoting management development in Asiacell Co. for communication in Iraq. The descriptive analytical approach is used. The study community consists of the company administrators, and a questionnaire is adopted as a tool for measuring and collecting data, which is distributed to a sample of 184 administrators. The most important results of the study are There is a positive impact of strategic intelligence, represented by its five determinants (future vision, foresight, motivation, systematic thinking, and partnership), on enhancing management development at Asiacell Co. for Communications; administrators have a great ability and self-confidence to read and analyze the future and its changes. However, the study recommends the necessity of founding a special department of foresight in the company, developing an effective and fair motivation system, and enhancing individuals' skills and talents via training courses, as well as the motivation process being carried out efficiently.

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1. Introduction

The fast pace of development that many areas of life have witnessed has its effects on the administrative activities and practices in several institutions and establishments. More precisely, the accelerated advancement of technologies and equipment imposes plenty of challenges on these organizations (Sheri et al., 2021, p. 137). However, many businesses currently encounter a lot of difficulties and challenges because of rapid and continuous changes, and in light of these challenges, organizations have become aware of the importance of strategic intelligence and how much they need this type, as they tend to train managers to effectively develop the elements of strategic intelligence in specific aspects, such as foreseeing the future and using modern systems in the logical thinking process. (Manuel et al., 2020). To achieve its goals and requirements, the

organization must adopt modern and advanced strategic patterns and seek to be effective and efficient in the decision-making process, knowledge management, and the development of strategic administrative mechanisms that contribute to strategic direction. Hence, the concept and importance of strategic intelligence have been emphasized as an effective tool to promote management development (Anwar & Abdullah, 2021) and to make the strategic practices and activities of the administration take part in various stages of strategy and decision-making process development. (Sheri et al., 2021, p. 137). Therefore, strategic intelligence is very necessary for managers since it helps them understand the organization's internal and external situations and changes and guides them to lead their organizations efficiently and skillfully. (Salih, 2015, pp. 496-497)

1.1. Literature review

Many studies discussed the strategic intelligence variable and management development variable, such as:

- Jebril et al¹, 2023, showed the impact of strategic intelligence and asset management on enhancing competitive advantage. The researchers distributed 350 questionnaires to Jordanian telecom companies' workers, and 300 were collected. The study confirmed the positive effect of strategic intelligence and asset management on improving competitive advantage through the presence of the mediating role of cyber security. The descriptive analytical approach was used to test hypotheses.
- Saad and Abd El-Latif,² 2023, studied the impact of strategic effectiveness on the effectiveness of crisis management. The study depended on five dimensions, which are foresight, strategic vision, systematic thinking, partnership, and motivation. However, the qualitative approach was used. The researchers returned 178 out of 200 questionnaires, which were distributed to the hotel managers, with an 89% response rate. It was clear that the strategic intelligence dimensions adopted by the hotel were efficient in managing the crisis. However, they recommended raising awareness of the strategic intelligence dimensions and motivating both administrators and employees to apply this technique and practice it.
- Aldiabat, Bassam³, 2022, tried to prove the role of organizational agility in improving organizational excellence by focusing on the effect of organizational agility. The descriptive analytical approach was used. The researcher retrieved 277 out of 300 questionnaires. For analyzing data and testing hypotheses, SPSS and AMOS 23 were used. The study proved that there is a positive and significant correlation between organizational agility and excellence. Moreover, there is a direct impact between strategic intelligence and organizational excellence, as well as an indirect impact of strategic intelligence on the relationship between organizational agility and organizational excellence.
- Shahraki et al, 2021,⁴ studied the impact of managers' strategic intelligence on the ability of organizational innovation in Cigna Insurance Company, and the study used the descriptive analytical approach and a questionnaire in data collection. The study population consisted of 152 workers in this company, while its sample consisted of 111 individuals. The study found that strategic intelligence and its determinants have a significant role and impact on innovation and organizational creativity in the company.

¹ Jebrila, Iqbal; Almaslmanib, Rafat; Jarahc, Baker Akram Falah; Mugablehd, Mohamed Ibrahim and Zaqeeba, Nidal, 2023, The impact of strategic intelligence and asset management on enhancing competitive advantage: The mediating role of cybersecurity, Uncertain Supply Chain Management, homepage: www.GrowingScience.com/uscm.

² Saad, Hesham Ezzat; El-latief, Maisa Fathey Abd, Does Strategic Intelligence Impact The Achievement Of Crisis Management Effectiveness? Evidence From Four And Five-Star Hotels In Luxor And Aswan, Journal of Association of Arab Universities for Tourism and Hospitality (JAAUTHJ), Vol.24 No. 1, 2023, pp. 1-24.

³ Aldiabat, Bassam, 2022, The mediating role of strategic intelligence in the relationship between organizational agility and organizational excellence in Jordanian telecommunications companies, Business Perspectives Journal, Volume 20 2022, Issue #4, pp. 496-506.

⁴ (Shahraki et al,2021) titled: An Investigation of the Impacts of Strategic Intelligence on Improving Organizational Innovation

- Sheri et al., 2021⁵, studied the role of strategic intelligence in improving talent management in academic institutions of the Duhok governorate. A questionnaire was distributed to the study sample and was analyzed by using the correlation coefficient and linear regression equation. The study confirmed the effect of strategic intelligence on talent management improvement. The most important recommendation is to focus on developing administrative structures and enhancing individuals' strategic intelligence.
- Mohamed and Ishaq, 2020⁶, measured the ability of strategic intelligence in achieving the sustainability of the competitive advantage in telecommunications companies operating in Algeria. The sample consisted of 245 workers from telecommunications companies (Geeze, Eridu, and Mobilis). This effect was selected using simple regression analysis and single variance analysis. However, the results showed that there is a high impact of strategic intelligence on achieving sustainable competitive advantage, and there are statistically significant differences in the contribution of knowledge management processes to the sustainability of competitive advantage due to years of service and career level. The study assured the importance and necessity of establishing an independent department in the companies.
- Masoud et al, 2020,⁷ examined the nature of the relationship between the smart manager strategy and the organizational development and entrepreneurial behavior of government businesses. For achieving the study objective, (274) employees were selected according to the class sample, and the descriptive deductive approach and a set of statistical methods were relied on to conduct the hypothesis test and reach the results. The most important results were: there is a statistically significant relationship between the manager having strategic intelligence and organizational development, and there is a statistically significant relationship between the manager's behavior and his entrepreneurial behavior. The study recommended proposing an internal variables model that has a positive impact on the organization's development and improvement and helps organizations to get competitive advantage gains by developing and improving internal factors to ensure survival, continuity and development.
- Faeq, Tala Asim and Ab, Azraa Mohsen⁸, 2018, clarified the vital role of strategic intelligence in enhancing managers' performance inside organizations. The study sample consisted of 80 administrators. However, the main objective of the study was to determine strategic intelligence concepts and show their impact on organizational performance.

❖ Study Importance:

Theoretical importance: The study addresses an important topic that is related to the performance of telecommunications companies, which is strategic intelligence, by focusing on the determinants of intelligence and its important dimensions, in addition to linking the strategic intelligence determinants and improving the level of performance in Asiaccell Co. in Iraq.

Practical importance: It focuses on the importance of demonstrating methods of measuring the strategic intelligence determinants and their role in promoting management development. The study results can contribute to activating the concept of strategic intelligence for individuals who are in

⁵ Sheri, Araz Albarwari; Nori, Nazar Rasheed; Gupta, Sandeep Kumar, 2021, The Role of Strategic Intelligence in Enhancing Effective Talent Management: A Study on some Academic Institutions of Duhok Governorate, Academic Journal of Nawroz University (AJNU), Vol.10, No.2, 2021.

⁶ (Mohamed and Ishaq, 2020), entitled: "The contributio of strategic intelligence to the sustainability of the competitive advantage of cellular telecommunications companies operating in Algeria - a field study".

⁷ (Masoud et al, 2020): (Proposing A Model of Manager, S Strategic Intelligence, Organization Development, and Entrepreneurial Behavior in Organizations).

⁸ Faeq, Tala Asim and Ab, Azraa Mohsen, 2018, The role of strategic intelligence in enhancing organizational performance (Exploratory research of the opinions of the administrative leadership of the University of Fallujah), Journal Of Economics And Administrative Science, P-ISSN 2518-5764, No 107, Volume 24.

charge of Asiacell company and focusing on studying the impact of strategic intelligence on management development. So, the study will provide recommendations that will help improve the company's performance based on the achievement of strategic intelligence. The study confirmed the presence of that effect between the two variables.

❖ Study Objectives:

- ✓ Explaining the reality and concepts of strategic intelligence and their application degree in Asiacell Company in Iraq.
- ✓ Studying the dimensions of management development in Asiacell Company.
- ✓ Demonstrating the role of strategic intelligence determinants in promoting management development in the company.
- ✓ Reaching to a set of recommendations that, if applied, can contribute to activating the role of strategic intelligence determinants in enhancing management development.

❖ Study Rationale:

- ✓ The student's desire to study strategic intelligence and define its impact on the performance of Asiacell Co.
- ✓ The company's need for modern management concepts and how they apply at work.
- ✓ The necessity of linking modern administrative concepts and determining their role in promoting management development in the company.

2. Material and Methods:

2.1. Study Variables and Model:

- ✓ Independent variables: strategic intelligence determinants (future vision, foresight, motivation, systematic thinking, partnership)
- ✓ Dependent variable: Management Development. The following figure shows the dependent and independent variables of the study:

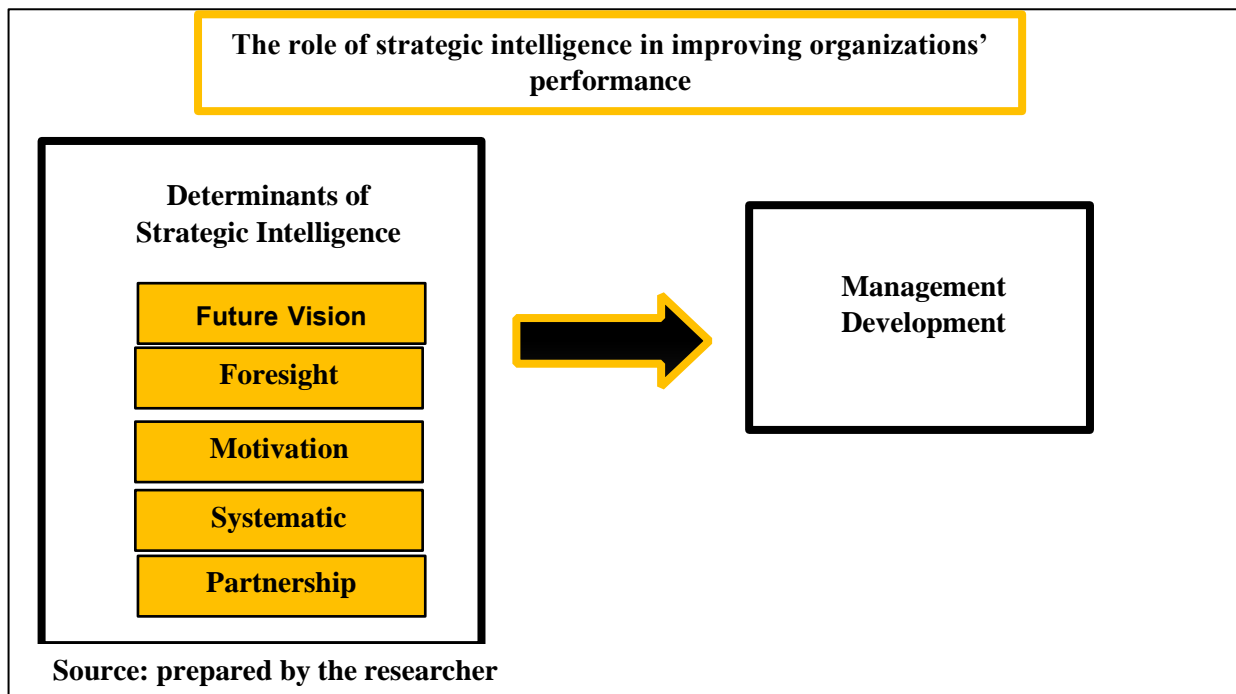


Figure (1): Study Paradigm

2.2. Study methodology, community and sample

The deductive approach is used in the study, and the descriptive analytical approach is applied by reviewing the literature and previous studies, while the statistical survey method is used to collect data through a questionnaire distributed to a sample of workers in Asiacell company in Iraq. Concerning the study community and sample, they are represented by administrators in Asiacell Company in Iraq, and since the community is specific and heterogeneous, the stratified sample is depended on in distributing the questionnaire.

The sample size is determined according to the following law: (Asaad, 2022)

$$n1 = z2.p.q/\delta^2$$

$$n1 = (1.96)^2 \cdot (50\%)(50\%)/(0.05)^2 = 18$$

2.3. Study Hypotheses:

Main hypothesis: There is no significant impact of strategic intelligence on enhancing management development in Asiacell in Iraq. The following sub-hypotheses are derived from it:

- First sub-hypothesis: There is no significant impact of the strategic vision on enhancing the management development in Asiacell company in Iraq.
- Second sub-hypothesis: There is no significant impact of foresight on enhancing the management development in Asiacell company in Iraq.
- Third sub-hypothesis: There is no significant impact of motivation on enhancing management development of Asiacell company in Iraq.
- Fourth sub-hypothesis: There is no significant impact of organizational thinking on enhancing management development in Asiacell company in Iraq.
- Fifth sub-hypothesis: There is no significant impact of the partnership on enhancing the management development in Asiacell company in Iraq.

2.4. The definition and Importance of Strategic Intelligence:

Strategic intelligence is one of the most important modern concepts that has gained great attention in the third millennium for its prominent role in the strategic management process and practice, as well as providing decision-makers with strategic ideas to face challenges and make use of the available opportunities. (Al-Fawaeer & Alkhatib, 2020)

It is defined as a type of intelligence in individuals who have a foresight of future trends and organizational thinking, look at things as a whole and not as a part, and have a future vision that expresses the individual's attitudes, motivation, and partnership that activate behavior and encourage them to make relationships for reaching common goals. (Waghmare, 2019) It is a component of the strategic mind that interacts with its components, such as perception and strategic education, as it is an integrated system of leading qualities and one of the most important and modern systems that ensure that organizations' position in the competitive market is at the level of governments and countries. (Abdel Aal, 2023) The researcher believes that strategic intelligence is a tool used efficiently in various organizations to get important data and information to satisfy all needs, face and solve problems, and stay away from any problems that may occur later.

2.5. Strategic Intelligence Importance:

- Managing risks that face an organization and describing the risks, threats, and opportunities for helping managers set the organization's programs and policies.
- It enables the organization to deal with future challenges and enhance the possibility of the organization's success. Moreover, it has a great contribution to leaders' preparation for leading the organization. (Alomian et al., 2019)
- Strategic intelligence plays a big role in building and managing an organization and contributes significantly to the organization's growth.
- It helps mainly in recognizing emerging threats and giving insight to develop strategies. (Shahraki et al., 2020)

- Strategic intelligence plays an important role in enabling organizations to have a competitive advantage.
- It contributes greatly to the process of supporting and enhancing the decision-making process.
- It is considered one of the main requirements for leaders, as it helps develop and enhance leaders' characteristics, and it is considered an integrated system that helps in the decision-making process. (N. Irawati & ells, 2021)

2.6. Strategic Intelligence Determinants:

2.6.1. Future Vision

It is the leadership's perception of what the organization will be in the future according to the available capabilities or those seeking to reach. Hence, it can be said that any organization has a vision and a mission that it tries to achieve, and it has a set of existing and future capabilities through which it endeavors to reach its requirements. So, for leaders, future vision is an organizational philosophy that is stated as an expression or a group of clear expressions (Rainer, 2020). Furthermore, it refers to the possibility of creating and designing future activities depending on foresight and convincing others to do them (Sheri, 2021, p. 139).

2.6.2. Foresight:

It is the ability to see future trends by surveying dynamic factors in the past and present. In this context, foresight is considered a prominent element for strategically leading smart organizations by helping them predict the opportunities and risks surrounding the organization, coordinating managers' mental and conceptual abilities, and enabling them to study the past and realize the present (Roman, 2020). It is an organized effort that aims to make predictions about the status of a society or a group of societies at a certain time, through the changes that can be adapted to by making decisions. (Isfenti et al., 2021). In other words, foresight means the recognition and understanding of the current situations that impose threats or give opportunities for an institution.

2.6.3. Motivation:

Motivation plays a vital role in the success of organizations in general because the human resources element is an essential component for organizations. More accurately, it is to stimulate others to reach goals and implement their duties and tasks. However, motivation is an essential process for any organization; it is the ability of strategically smart leaders to motivate employees and encourage them to work hard and also to motivate them in all fields, with the result that the organization will be advanced and become able to obtain a competitive advantage among other organizations. (Soeprayitno, 2020) It can be said that motivation is the act of driving individuals to do their best by stimulating emotions and desires according to the organization's vision and collaborating to accomplish their tasks. (Waghmare, 2019). Therefore, motivation is an essential need for all organizations to be strategically intelligent.

2.6.4. Systematic Thinking:

This principle expresses the possibility of combining all elements rather than dividing and separating them into multiple parts, then analyzing them, and after that analyzing them together. Thinking systematically is the ability to formulate and synthesize all the completely dissimilar elements in order to understand their nature and interaction ways, and to study all parts for realize their relationship with the total formula. Thus, this aims to focus on their interaction with each other and then evaluate the results in terms of their success or failure in achieving the goals. (Ciaran, 2020)

Systematic thinking is defined as 'the ability to combine similar variables, then merge them, after that analyze them accurately and clarify the interaction with each other, and finally form a clear and specific picture about things. (Asaad, 2020)

2.6.5. Partnership

Partnership happens when the organization has internal and external relations based on mutual trust and a conditional philosophy in which risks and competencies are measured. Strategic alliances are represented as an agreement between many institutions to invest common resources and achieve common objectives. Partnership, so, can enhance the institution's competitive position, where risks and development costs of main enterprises are shared. (Nuru et al., 2022) In general, the company can make strategic alliances and partnerships with other organizations. People who have emotional intelligence are known to be able to make friends with others, while those who have strategic intelligence tend to make alliances with one or more organizations to develop a common project. A partnership is a process of cooperation and exchange of information between two or more organizations to build a successful business strategy for achieving the desired goals. (Thompson, 2022)

2.7. The Concept of Management Development

Tierney et al., 2022, says that management development is a conscious, organized process that aims to develop the organization's human resources to achieve its goals and strategy. It is also defined as an oriented and designed effectiveness that tends to improve the current managers' performance, ensure the preparation of future managers, and provide a better understanding of managerial work. It is a planned process that aims to increase the organization's administrative effectiveness through the process that aims at changing employees' points of view to affect their management behavior and their work performance. (David, 2021)

Management development is an advisory function through which everything that would bring about change for the better is provided, and so it can be said that the task of management development is not limited to the department itself, but it transcends to all employees' task, who work in management development; management development is, therefore, called a communal job. (Omar et al., 2020) On the other hand, the management development administration is a coordinating consulting administration whose responsibilities are to set ideas and put the suitable ones into practice. Hence, the success of the development process depends on all officials' support for this process; so, development is not considered a goal in itself, but the goal is that the results are good and achievable, and this is everyone's goal. (Kessler, 2020)

2.8. Administrative Development Objectives:

- Creating a sustainable process and a growing trend of renewal and development among employees in a way that provides opportunities for change as quickly as possible.
- Creating a suitable climate within organizations to address problems and develop solutions, away from individual trends to face problems. (Herman, 2022)
- Raising the level of employees' general understanding and administrative thinking at all work levels and branches.
- Developing employees' management skills and capabilities that create greater opportunities to improve and raise performance levels. (Riska, 2021)
- Preparing management minds that possess scientific knowledge, extensive experience, and sufficient ability to meet the needs of future development resulting from the development of society and the growth of technology.
- Influencing employees' behaviors in a way that achieves the goals of administrative organizations or the goals of comprehensive development. (UZOMA, 2022)
- Developing employees' capabilities of analysis and diagnosis of problems and choosing the best solution.
- Creating a suitable mutual-trust climate between employees and management by applying work procedures that grant incentives fairly and ensure equal opportunities to get tasks and responsibilities. (Asaad et al., 2022)

2.9. The relationship between strategic intelligence and enhancing management development:

The importance of strategic intelligence is implied in the roles that it plays in the organization. Strategic intelligence is an effective administrative tool used to plan the future and anticipate the changes that may occur and affect the organization and helps it to make long-term plans and anticipate and manage change. (Funda, 2022) Also, it helps managers understand and predict the potential change means of policies, strategies, programs, and regulations, as well as it can examine the institution's work environment and define the risks, threats, and opportunities facing the organization and inform it what is going on around it. This role also emerges by employing this type of intelligence in setting various plans and policies, in the processes of change and development, and in raising workers' levels in a dynamic environment. (Fertilia & Adj, 2020)

3. Discussion of Results

3.1. Tool design and testing:

A questionnaire is adopted as a tool for measuring and collecting data, including three basic axes during the designing process, and simultaneously the five-division Likert scale is chosen in the construction process, as follows:

Table (1): Intensity of Responses

Figure (1): Study Paradigm	Figure (1): Study Paradigm
1.8-1	very weak
2.60-1.81	Weak
3.40-2.61	Medium
4.20-3.41	high
5-4.21	Very high

Source: (Asaad,2022)

The statements' averages are calculated and accordingly compared with the corresponding categories and intensity.

- **Tool construction:**

It refers to the strong correlation of macro variables with their sub-axes, as shown in the following table:

Table (2): Construction strength

		<i>Foresight</i>	<i>Systems</i>	<i>Vision</i>	<i>Motivation</i>	<i>Partnership</i>	<i>Strategic Intelligence</i>	<i>Performance of educational institutions</i>
<i>Variables and Dimensions</i>	<i>correlation</i>	0.914	0.873	0.882	0.839	0.924	0.912	0.937
	<i>Significance</i>	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	<i>Number</i>	7	5	7	5	5	29	12

The tool has a distinctive building force, as the correlation between its axes and variables is strong and significant at the same time.

- **Questionnaire stability:**

It is clear that if the questionnaire is redistributed, the same results will be reached. Table (3) refers to the tool stability:

Table (3): Tool stability

		<i>Foresight</i>	<i>Systems</i>	<i>Vision</i>	<i>Motivation</i>	<i>Partnership</i>	<i>Strategic Intelligence</i>	<i>Performance of educational institutions</i>	<i>Total</i>
<i>Variables and dimensions</i>	<i>Cronbach</i>	0.827	0.812	0.805	0.922	0.842	0.882	0.837	0.828
	<i>Number</i>	7	5	7	5	5	29	12	41

According to the total values of the alpha coefficient, it is clear that 0.828 indicates that there is a high probability of 82% that the same results will be reached in the event of redistribution again. Therefore, the tool is acceptable and valid for distribution.

3.2. Data distribution form:

It refers to the type of distribution available in the data. The following table is about data distribution

Table (4): Data Distribution

		<i>Foresight</i>	<i>Systems</i>	<i>Vision</i>	<i>Motivation</i>	<i>Partnership</i>	<i>Strategic Intelligence</i>	<i>Performance of educational institutions</i>
<i>Variables and dimensions</i>	Smirnov	1.661	1.623	1.751	1.488	1.567	1.691	1.711
	significance	0.000	0.000	0.000	0.000	0.000	0.000	0.000
	Number	7	5	7	5	5	29	12

According to the Smirnov test results, the data has normal dimension and distribution, and therefore simple and multiple regression models are suitable in the application.

3.3. Characterization of demographic statements:

- **Social type:** The following figure is about the characterization of demographic statements by gender:

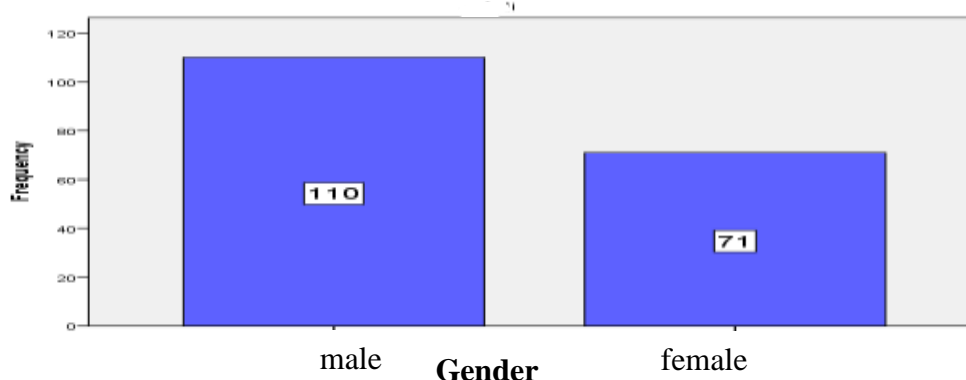


Figure (2): Characterization of demographic statements by gender

It was found that there is an acceptable convergence between male and female workers, as the percentage of the sample female workers reached 40%, which is a good percentage compared to the remaining economic sectors, where women's contribution does not exceed 15%.

- **Study Level:** Figure (3) is about the characterization of demographic statements by study level:

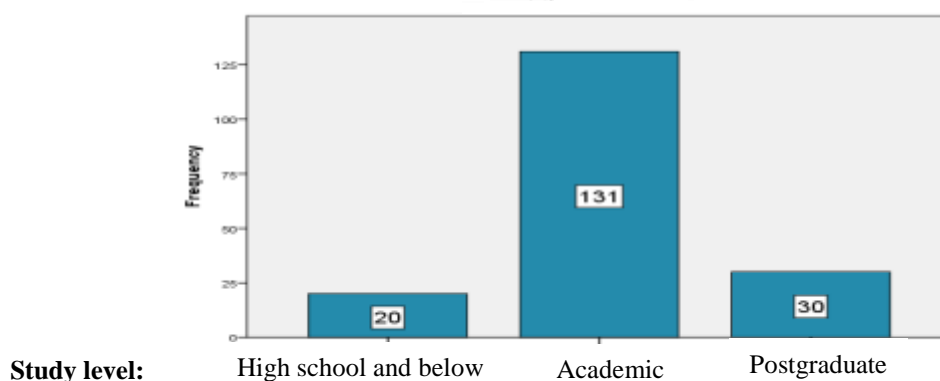


Figure (3): Characterization of demographic statements by study level

It is clear that the percentage of individuals having higher educational degrees, university or above, is the majority of the studied sample and reached 89%, and this shows that the answers have high neutrality and logic.

- **Years of Experience:** The following figure is about the characterization of demographic statements by years of experience:

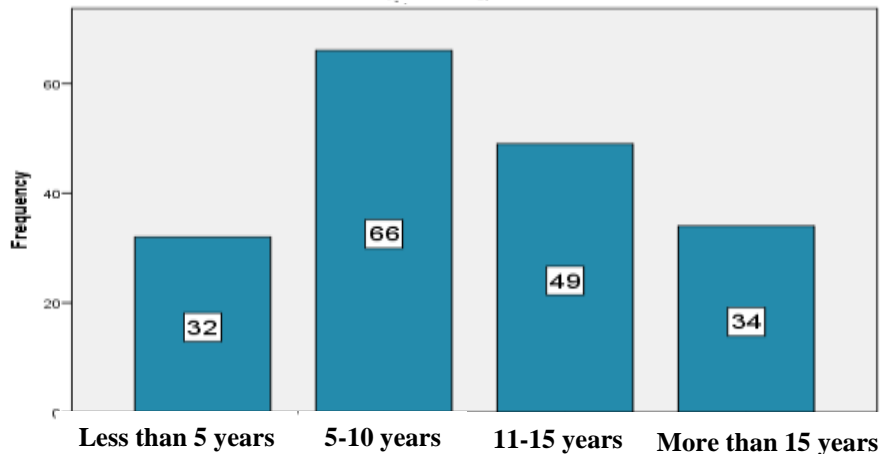


Figure (4): Characterization of demographic statements by years of experience

According to the respondents' practical experience, it is clear that more than 82% of individuals have more than 5 years of experience. Therefore, we say that the sample has high education and work experience.

3.4. Characterization of Strategic Intelligence:

Foresight: The following table is about the characterization of foresight

Table (5): Characterization of Foresight

No	Statement	Mean	deviation	T	Intensity	Order
1	I can predict the future, which helps me set a long-term strategy for the company.	4.11	0.622	19.32	High	1
2	I always try to analyze the external environment.	3.59	0.637	18.22	High	4
3	I analyze the external environment which helps me predict opportunities.	4.06	0.749	27.61	High	2
4	I rely on my personal experience and skills to face future events.	3.58	0.771	12.34	High	5
5	Rely on modern technology to predict the future to rationalize the decision-making process	4.03	0.533	26.34	High	3
Total		3.87	-	-	-	-

The statements' average values indicate that they are all high, and the arithmetic mean of the foresight is 3.87, which implies that the intensity is significant. The answers have also good neutrality and credibility, since the calculated T is more than the tabulation.

- **Systematic Thinking:** Table (6) is about Characterization of Systematic Thinking

Table (6): Characterization of Systematic Thinking

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>deviation</i>	<i>T</i>	<i>Intensity</i>	<i>Order</i>
1	Treat the company as a set of interconnected subsystems	3.81	0.817	22.64	High	2
2	I correlate variables and surrounding events in the company	2.81	0.886	29.37	Medium	3
3	I tend to analyze the causes of the problem and work to solve it	3.83	0.582	19.54	High	1
Total		3.48	-	-	-	-

The intensity of the question's averages is high, except for question 2 whose intensity is medium. Concerning systematic thinking, its arithmetic mean is 3.48, which refers to answers of high intensity. The answers are neutral and credible, due to the higher values of the calculated T than the tabular ones.

- **Future Vision:** The following table is about the characterization of the future vision

Table (7): Characterization of Future Vision

<i>No</i>	<i>Statement</i>	<i>Mean</i>	<i>deviation</i>	<i>T</i>	<i>Intensity</i>	<i>Order</i>
1	My vision forms the cornerstone of my decisions in the company.	3.99	0.664	19.94	High	1
2	I feel that I have the ability of future predictions scientifically and objectively.	3.56	0.637	22.64	High	3
3	I have a clear long-term vision to be achieved in the company.	3.93	0.492	29.73	High	2
4	I have the skill and ability to guide and convince others of my future vision	3.34	0.791	16.88	Medium	4
Total		3.70	-	-	-	-

Obviously, the answer intensities of all statements are high, except statement 4, which is medium. The arithmetic mean of the future vision is 3.70 which means that the intensity is high and significant, the answers are neutral and the representation is credible, as the calculated T is higher than the tabular one.

- **Motivation:** The following table is about the characterization of motivation

Table (8): Characterization of Motivation

<i>No</i>	<i>Statement</i>	<i>Mean</i>	<i>deviation</i>	<i>T</i>	<i>Intensity</i>	<i>Order</i>
1	I tend to implement an effective incentive system that motivates workers to do their best.	3.57	0.817	22.64	High	2
2	I can motivate employees to implement decisions and directives in the interest of work.	4.02	0.889	37.61	High	1
3	I can communicate with employees and raise competition among them.	3.34	0.967	39.27	Medium	3
Total		3.64	-	-	-	-

The calculated averages of the motivation indicate that most of the statements have high intensity, except statement 3, which is medium. On the other hand, the arithmetic mean of motivation is 3.64, which shows that the answers' intensity is high. While the tool has good neutrality and acceptable credibility in representation, due to higher calculated T-values than the tabular ones.

- **Partnership:** The following table is about the characterization of partnership:

Table (9): Characterization of Partnership

<i>No</i>	<i>Statement</i>	<i>Mean</i>	<i>deviation</i>	<i>T</i>	<i>Intensity</i>	<i>Order</i>
1	I think that strategic partnerships and alliances is an effective way to succeed.	3.56	1.112	13.64	<i>High</i>	3
2	I look at partnerships as a door to enter the external market.	4.13	1.210	21.29	<i>High</i>	1
3	Strategic alliances and partnerships are an effective way to strengthen the company's potential in a highly competitive environment.	4.08	0.991	17.69	<i>High</i>	2
Total		3.92	-	-	-	-

It is clear that the arithmetic means of the statements are highly significant, and it is obvious that the arithmetic mean of partnership is 3.92, which indicates high intensity. However, the participation responses are characterized by neutrality, and the questionnaire has good credibility since the calculated T is more than the tabulated one.

3.5. Characterization of Administrative Development Enhancement:

The following table is about characterization of administrative development enhancement

Table (10): Characterization of Administrative Development Enhancement

<i>No</i>	<i>Statement</i>	<i>Mean</i>	<i>deviation</i>	<i>T</i>	<i>Intensity</i>	<i>Order</i>
1	The management tries to enhance management development continuously.	3.62	0.715	19.66	<i>High</i>	8
2	The management focuses on measuring the employees' performance in modern and non-traditional ways.	3.86	0.784	22.31	<i>High</i>	4
3	Enhancing cooperation between employees.	3.91	0.857	23.64	<i>High</i>	3
4	The management focuses on permanently raising the workers' skills and capabilities.	4.05	0.678	26.84	<i>High</i>	1
5	The management focuses on continuous employee training.	3.66	0.837	27.88	<i>High</i>	7
6	The management focuses on the use of developed technology to promote management development.	3.68	0.674	35.61	<i>High</i>	6
7	Efficiency and productivity measures are among the most important measures of management development.	3.82	0.499	24.31	<i>High</i>	5
8	The management development promotes awareness.	4.02	0.846	18.74	<i>High</i>	2
9	The management attempts to enhance trust and confidence among employees of different levels.	3.51	0.972	21.98	<i>High</i>	9
Total		3.79	-	-	-	-

It is clear that the arithmetic means of all statements are high. Furthermore, the overall (arithmetic) mean of the improvement of the company's performance is 3.79, showing a high intensity. While neutrality and credibility are good, as the calculated T is higher than the tabular one.

3.6. Hypotheses testing:

➤ Main hypothesis:

There is no significant impact of strategic intelligence on enhancing management development at Asiacelell company in Iraq. To apply the test, a simple linear regression model is relied upon, as shown in the following tables:

Table (11): Strategic intelligence model and enhancing university performance levels

<i>M</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error of Estimate</i>
1	.728 ^a	.530	.527	.32865

Table (12): The impact of strategic intelligence on improving university performance levels

<i>M</i>	<i>Un standard Coefficients</i>		<i>Standard Coefficients</i>	<i>t</i>	<i>Sig.</i>
	B	Std. Error	Girl		
	.672	.221		3.047	.003
Strategic Intelligence	.841	.059	.728	14.211	.000

The applied model is significantly represented. On the one hand, the correlation value $R = .728$ indicated that it is acceptable and at the same time has a positive spread, while $R^2 = 0.530$ implies that 53% of the possible changes for improving the performance levels of universities are due to and can be explained by strategic intelligence, while 47% are due to other reasons outside the study.

On the other hand, it is found that $Sig=0.000$ is less than $\alpha=0.05$, and therefore the hypothesis is rejected and the alternative one is accepted, which states there is an acceptable correlation and a positive impact of strategic intelligence on improving the performance of Asiaccell company in Iraq.

➤ Sub-hypotheses:

The multiple linear regression model is applied to prove sub-hypotheses, which focus on the role and impact of each axis on enhancing management development. This is done by clarifying five models related to the number of strategic intelligence axes graded by measuring the cumulative impact, the last one is relied on, which includes all axes impact. Table (13) is about the strategic intelligence dimensions model and enhancing management development:

Table (13): Strategic intelligence dimensions model and enhancing management development

<i>M</i>	<i>R</i>	<i>R Square</i>	<i>Adjusted R Square</i>	<i>Std. Error</i>
1	.729 ^a	.532	.529	.32805
2	.753 ^b	.567	.562	.31626
3	.754 ^c	.568	.561	.31693
4	.771 ^d	.595	.586	.30766
5	.771 ^e	.595	.584	.30853

It includes five models illustrated as follows:

- **First:** it is clear that the value of correlation $R = 0.729$ is acceptable and at the same time has a positive spread, and $R^2 = 0.532$ indicates that 53% of the changes of the management development enhancement in Asiaccell Co. are due to foresight.
- **Second:** it is shown that $R=0.753$ means the correlation is acceptable and direct to the spread side, while the determination coefficient 0.567 shows that 56% of the possible changes in enhancing management development are explained by “systematic thinking”.
- **Third:** The model shows that its values are good. On the one hand, the correlation of 0.754 shows that it is acceptable and positive on the spread side, and $R^2 = 0.568$ indicates that 56% of the possible adjustments in enhancing management development are due in some way to the future vision.
- **Fourth:** It is apparent that the model is well represented, and $R = 0.771$ expresses that the available correlation is acceptable and has a clear positive spread, and $R^2 = 0.595$ implies that 59% of the various changes in enhancing management development are directly due to motivation.
- **Fifth:** It is clear that the existing correlation of 0.771 indicates that it is acceptable and at the same time has a positive significance in the spread, and $R^2 = 0.595$ indicates that 59% of the changes in the management development enhancement in Asiaccell Co. for Telecommunications are due to the partnership.

The following table shows Anova values for multiple regression:

Table (14): ANOVA values for multiple regression

	M	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.882	1	21.882	203.336	.000 ^b
	Residual	19.263	179	.108		
	Total	41.145	180			
2	Regression	23.341	2	11.670	116.678	.000 ^c
	Residual	17.804	178	.100		
	Total	41.145	180			
3	Regression	23.366	3	7.789	77.540	.000 ^d
	Residual	17.779	177	.100		
	Total	41.145	180			
4	Regression	24.485	4	6.121	64.669	.000 ^e
	Residual	16.660	176	.095		
	Total	41.145	180			
5	Regression	24.486	5	4.897	51.444	.000 ^f
	Residual	16.659	175	.095		
	Total	41.145	180			

In terms of the credibility and significance of the model selection, it is clear that the F values of the five models are well statistically expressed, and sig=0.000 for the five models. Therefore, the representation is significant and the choice of multiple linear regression method is credible. The impact of strategic intelligence dimensions on enhancing management development is shown in the following table:

Table (15): The impact of strategic intelligence dimensions on enhancing management development

M		Unstdndrized Coeicients		Standrdized Coeicients	t	Sig.
		B	Std. Error	Bta		
1	(Constant)	1.052	.193		5.438	.000
	Foresight	.724	.051	.729	14.260	.000
2	(Constant)	.654	.214		3.061	.003
	Foresight	.653	.052	.657	12.454	.000
	Systematic Thinking	.192	.050	.202	3.819	.000
3	(Constant)	.666	.215		3.090	.002
	Foresight	.677	.072	.682	9.428	.000
	Systematic Thinking	.197	.051	.207	3.834	.000
	Future vision	.032	.065	-.037-	-.499-	.619
4	(Constant)	.625	.209		2.984	.003
	Foresight	.546	.079	.550	6.877	.000
	Systematic Thinking	.148	.052	.156	2.857	.005
	Future vision	.027	.063	-.030-	-.425-	.672
	Motivation	.184	.053	.225	3.439	.001
5	(Constant)	.627	.212		2.955	.004
	Foresight	.549	.086	.553	6.362	.000
	Systematic Thinking	.149	.052	.156	2.833	.005
	Future Vision	.025	.066	-.029-	-.385-	.701
	Motivation	.184	.054	.225	3.426	.001
	Partnership	.005	.065	-.006-	-.082-	.935

a. Dependent Variable: enhancing Acia Cell Co. performance

Source: prepared by the researcher based on the SPSS program

To have the final representative equation showing the effect of each dimension, the analysis method depends on grading in calculating the effect as shown:

▪ **First model:**

Based on the above, the first equation can be determined as follows:

(foresight $\times 0.729$) = 0.724. Therefore, this equation shows that foresight has a good impact on promoting management development in the company if it is alone.

▪ **Second model:**

It studies two dimensions out of the five, and the results are as follows:

$$\text{foresight} \times 0.729 = 0.653 + (\text{systematic thinking} \times 0.753) = 0.192$$

Following the equation, it is clear that the impact of foresight has decreased if there is a common effect, which is systematic thinking, and therefore the values will be changed in this way, reaching the fifth and final model for the impact of all dimensions in the dependent variable.

▪ **Third model:**

It shows the impact of three dimensions out of five as follows:

$$(\text{foresight} \times 0.729) = 0.677 + (\text{systematic thinking} \times 0.753) = 0.197 + (\text{future vision} \times 0.754) = 0.032$$

It is clear that there are new changes in the impact; there is a third dimension.

▪ **Fourth model:**

It shows the impact of four dimensions out of five as follows:

$$(\text{foresight} \times 0.729) = 0.546 + (\text{systematic Thinking} \times 0.753) = 0.148 + (\text{future vision} \times 0.754) = 0.027 + (\text{motivation} \times 0.771) = 0.184$$

It is clear that there are new changes in the impact; there is a fourth dimension.

▪ **Fifth model:**

It shows the impact degree of all dimensions in common, which is the adopted equation:

$$(\text{foresight} \times 0.729) = 0.549 + (\text{systematic thinking} \times 0.753) = 0.149 + (\text{future vision} \times 0.754) = 0.025 + (\text{motivation} \times 0.771) = 0.184 + (\text{partnership} \times 0.771) = 0.005$$

It is clear that there is a different-level impact for the five components of the independent variable on the function that is distributed as follows:

- First: foresight.
- Second: motivation.
- Third: systematic thinking.
- Fourth: future vision.
- Fifth: partnership.

In the end, there are acceptable correlations between the five dimensions and the dependent variable, and different impacts as follows:

- The impact of foresight is good on enhancing management development in Asiacell Co. in Iraq.
- The impact of motivation is acceptable in enhancing management development in Asiacell Co. in Iraq.
- The impact of systematic thinking is acceptable on enhancing management development at Asiacell Co. in Iraq.
- The impact of the partnership is very low on enhancing the management development of Asiacell Co. in Iraq.
- The strategic impact of the vision is low on enhancing the management development of Asiacell Co. in Iraq.

4. Conclusion

4.1. Consequences:

1. There are good abilities that can study and analyze the work's potential risks, in addition to predicting and identifying them.
2. Administrators pay special attention to the analysis process and its methods.
3. Administrators have a great ability and self-confidence to read and analyze the future and changes, relying on modern objective scientific foundations that lead to confident and remarkable results.
4. There is a clear interest in the motivation process to be carried out more efficiently.

5. Respondents emphasize the important role of strategic partnerships in reducing various crisis effects and overcoming them easily.
6. The management has a clear focus and high interest in the permanent improvement of work, in all its aspects, as well as raising its efficiency and productivity, which leads to management development.

4.2. Conclusion

Nowadays, businesses focus on the use and application of modern management concepts, since they are important for improving performance and work, and perhaps the most important of these modern concepts is strategic intelligence, which includes many important components that have positive effects at work. however,

Many previous studies and references have confirmed that there is a clear and important role for strategic intelligence in improving work reality in businesses in general and communication companies in particular. This study has been conducted to confirm the important impact of strategic intelligence on enhancing management development in Asiacell Co. in Iraq.

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دور الذكاء الاستراتيجي في تعزيز التطوير الإداري - دراسة ميدانية في شركة آسياسيل للاتصالات في العراق

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المستخلص

تهدف الدراسة إلى بيان دور محددات الذكاء الاستراتيجي في تعزيز التنمية الإدارية في شركة آسيا سيل للاتصالات في العراق. تم استخدام المنهج التحليلي الوصفي. يتكون مجتمع الدراسة من مديري الشركة، وتم اعتماد استبانة كأداة لجمع البيانات وقياسها، والتي يتم توزيعها على عينة مؤلفة من 184 إداريا. ومن أهم النتائج التي تم التوصل إليها: هناك أثر إيجابي للذكاء الاستراتيجي يتمثل في محدداته الخمسة (الرؤية المستقبلية، الاستشراف، التحفيز، الفكر التنظيمي، والشراكة) على تعزيز التنمية الإدارية في شركة آسيا سيل للاتصالات. إضافة إلى ذلك، يتمتع المسؤولون بقدرة كبيرة وثقة بالنفس لقراءة وتحليل المستقبل وتغييراته. توصي الدراسة بضرورة تأسيس قسم خاص للاستشراف في الشركة، وتطوير نظام تحفيز فعال وعادل، وتعزيز مهارات الأفراد ومواهبهم من خلال الدورات التدريبية، كما يجب أن تتم عملية التحفيز بكفاءة.

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