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RESEARCH ARTICLE

The Impact of Strategic Intelligence on Organizational Conflict Management Patterns: An Analytical Study at the University of Mosul

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Abstract

This paper aims to analyze the relationship and influence between strategic intelligence and its dimensions (foresight, systems thinking, future vision, and motivation) and organizational conflict management (Avoidance, Collaboration, Settlement, Competition, and Waiver) at the University of Mosul. The research problem arose from variation in organizational conflict management across the university's colleges and the scarcity of studies examining the relationship between these two variables. The study adopted a descriptive-analytical approach, using a questionnaire as the primary data collection tool. The research population comprised administrative and academic leaders from several colleges within the University of Mosul. One hundred and forty questionnaires were distributed using stratified random sampling, of which 103 were received and deemed valid for statistical analysis. SPSS version 24 and AMOS version 24 were used to analyze the data and test the research hypotheses, employing correlation and regression methods. The results demonstrated a strong, positive, and statistically significant correlation between strategic intelligence and organizational conflict management, with a correlation coefficient of 0.80 at the 0.005 significance level. Regression analysis further demonstrated a significant positive effect of strategic intelligence on organizational conflict management. The regression coefficient was $\beta = 0.684$ ($P = 0.002$), and the coefficient of determination (R^2) was 0.64. This indicates that strategic intelligence explains 64% of the observed changes in organizational conflict management. The significance of this research lies in its focus on a relatively recent topic and its contribution to enhancing university performance and improving the organizational work environment.

Keywords: Strategic intelligence, Foresight, Systems thinking, Organizational conflict management, Avoidance strategy, University of Mosul

1. Introduction

Educational institutions, like other organizations, face increasing challenges stemming from escalating conflicts over interests, objectives, resources, status, and power, which affect their stability and performance. These challenges become even more complex in both internal and external organizational environments, making organizational conflict management a crucial factor in an institution's success or failure.

In this context, the need for leaders with advanced intellectual and strategic capabilities has become apparent. This can be expressed through the concept of strategic intelligence. This key pillar enables leaders to anticipate the future, develop clear visions, and make effective decisions to manage organizational conflicts and mitigate their negative effects.

Therefore, strategic intelligence is particularly important in educational institutions, as it enables academic and administrative leaders to manage organizational conflicts effectively, thereby promoting stability and enhancing the university environment.

Based on the above, this study examines the relationship between strategic intelligence and

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organizational conflict management at the University of Mosul and the extent to which the dimensions of strategic intelligence contribute to improving conflict management methods within the colleges studied. The research also consists of four main axes. The first axis addressed the research methodology, the second the theoretical framework, the third the applied aspect, and the fourth presented the most important conclusions and recommendations.

2. Literature review and hypothesis development

This research builds upon a range of theoretical frameworks, particularly decision-making theory and organizational conflict theory. These theories describe how leaders' strategic intelligence facilitates the analysis of conflict situations within an organization and the selection of effective strategies to manage them. Strategic intelligence is also regarded as an organizational capability that enables the anticipation and mitigation of conflicts, thereby improving the effectiveness of organizational conflict management.

2.1. Strategic intelligence

2.1.1. The concept of strategic intelligence

Strategic intelligence is a systematic process for exploring market trends and the business environment. It uses analytical systems to generate knowledge and digital tools for long-term decision-making. This prepares organizations to face unforeseen challenges. Sultan & Al Shawabkeh (2025, p. 1066) and Abdelmawgouda et al. (2023, p. 55) defined strategic intelligence as leaders' ability to manage available information and derive knowledge for decision-making, forecasting, and future planning. It also includes adapting in real time to environmental changes. Uçaktürk et al. (2015, p. 235) wrote that strategic intelligence is a set of methods, theories, and processes. These transform data into useful information that guides business operations and helps build a new competitive advantage. Ahmed et al. (2021, p. 3) emphasized the contribution of strategic intelligence. It plays a crucial role in issuing early warnings that influence an organization's strategies and its ability to adapt to change. This process depends on intuition, partnership, foresight, vision, and thinking. Managers use these qualities, along with their experience, to develop appropriate policies and strategies to address current or future environmental threats. Hussin & Mussahib (2024, p. 183) indicated that strategic intelligence is linked to the mental capability required of managers and strategic thinkers. It enables them to think comprehensively about the future of the organization they manage. This requires leaders to study the surrounding environment and identify the available opportunities and threats the organization may face.

2.1.2. Dimensions of strategic intelligence

The dimensions of strategic intelligence (foresight, systems thinking, strategic vision, and motivation) have been adopted as among the most common dimensions in modern management literature. Numerous studies and theoretical models agree on the importance of leadership behavior in explaining organizational dynamics. Studies by (Al-Daouri & Atrach, 2020), (Al-Fawaeer & Alkhatib, 2020), (Maccoby, 2015), (Maccoby & Scudder, 2011), and (Zarafili & Zarafili, 2023) have confirmed that these dimensions represent the most widely used framework for measuring strategic intelligence, given their role in enhancing leaders' ability to anticipate the future, analyze the organizational environment comprehensively, build a strategic vision, and motivate employees toward achieving organizational goals. Consequently, these dimensions have been adopted for their suitability to the nature of university leadership and their ability to explain leadership behavior patterns across various organizational situations.

a. Foresight: is the capacity to study and anticipate the future. It helps them create responses to potential circumstances (Alkharabsheh et al., 2022, p. 476). Foresight is a core component of strategic intelligence. It shows senior management's ability to envision prospects and relies on leaders with forecasting skills (Abuktaish & Alkshali, 2020, p. 260).
b. Systems thinking: views phenomena as parts of larger systems composed of smaller components. This comprehensive perspective helps integrate disparate elements into the analysis. The goal is to understand interactions and form a clear picture of the matters being addressed. (Al-Rubaie & Al-Yasiri, 2022, p. 53) (Sterman, 2006, p. 505) indicated that systems thinking calls for uncovering and expanding environmental relationships. It also involves improving the ability to generate evidence, knowledge, and learning, and to motivate effective change. Using systems thinking as a tool of strategic intelligence helps strategic leaders achieve organizational goals. It enables organizations and employees to unify a common vision, analyze long-term problems at their roots, and be open to the surrounding environment to reduce negative effects (Haines, 2007, p. 8).
c. Future Vision: Vision is a strategic thinking approach that expresses the organization's future, desired activities, and expected market

position (Sheikhidries, 2023, p. 458). (Hussein et al., 2024, pp. 822–823) defined future vision as the decision-maker's ability to use foresight to create a model that positions the organization as a social system. This enables effective decisions that serve its beneficiaries. (Al-Daouri & Atrach, 2020, p. 40)added that developing a strategic vision requires collaboration among all employees. The strategic vision must also be clear, cover all organizational aspects, and describe an ideal future.

d. Motivation: This is one of the essential elements of strategic intelligence, which organizational leaders need to motivate employees and direct their capabilities towards achieving future visions and perceptions. This involves transforming these from mere conceptual plans and strategies into operational procedures and methods" by studying the factors influencing employee motivation, guiding their emotions and feelings, and fulfilling their needs to ensure they perform their work to the fullest extent, effectively and efficiently, thus contributing to achieving the organizational goal (Alkharabsheh et al., 2022, p. 476). (Al-mufarj, 2021, p. 146) added that one of the important skills for a leader is to be familiar with employees' motivations, which drive them to develop, improve performance, and reach the highest levels of efficiency, competence, and quality. Motivation mobilizes the energy necessary to carry out an activity, thereby activating the individual's behavior and pushing them to work to relieve tension and restore the body to its previous balance. Therefore, enhancing the effectiveness of this element underscores the need to provide employees with incentives that drive them to work and strive for a goal that unites them, directs their behavior, and instills a sense of responsibility.

2.2. *Organizational conflict management*

Following the analysis of strategic intelligence, the focus now shifts to organizational conflict management, introducing core concepts and their relevance to the study.

2.2.1. *The concept of organizational conflict management*

Researchers and authors disagree with the concept of organizational conflict. Workplace conflict is highly destructive when mismanaged, as it brings legitimate differences to the surface, leading to situations in which cooperation breaks down, and the organization's mission is threatened. (Awalluddin & Maznorbalia, 2023, pp. 3–4) indicated that workplace conflict is inevitable, but how it is managed can affect its outcome. The way conflicts are handled determines their future scope and intensity. Effective conflict management fosters enthusiasm, boosts morale, and stimulates personal and organizational development. On the other hand, ineffective conflict resolution can lead to larger conflicts with devastating consequences for the entire organization. (Chon et al., 2021, p. 304) defined conflict management as situations that arise when parties hold, or perceive, conflicting interests, goals, resources, status, or authority. Managing conflict involves using public relations strategies to build a sense of mutual control between the organization and its stakeholders, thereby achieving relational outcomes and resolving conflicts. (Weber et al., 2025, p. 750) argued that the organizational conflict model relies on three elements. Their model begins with a potential conflict incident, an action by one party arising from task, relationship, or role differences that impedes the other party's resources, independence, or goals. This triggers negative feelings and a conflict.

2.2.2. *Organizational conflict management patterns*

Identifying the sources of organizational conflict at an early stage is one of the most important steps in building an effective conflict management strategy. This helps understand the nature of the conflict and assess its impact on organizational performance. Effective conflict management is not limited to dealing with emergencies; rather, it relies on adopting patterns and strategies that enhance organizational performance and increase institutional efficiency. In this context, the literature indicates the need to identify the levels of conflict within the organization, including intrapersonal (within an individual), interpersonal (between individuals), and intergroup (between groups). This understanding helps to select the appropriate management approach for each situation. Several researchers, including Awalluddin & Maznorbalia, 2023, p. 3), Farhoud & Abd, 2024, pp. 710–713), and Hussain et al., 2024, p. 155), agree that organizational conflict management involves basic patterns. These patterns include avoidance, cooperation, compromise, courtesy, and concession as strategies for managing conflict within organizations.

a. Avoidance: According to Hussain et al., 2024, p. 155), this strategy involves temporarily withdrawing from the conflict, ignoring it, or redirecting attention to other areas or situations while erecting barriers to all aspects of the conflict. This approach encourages individuals to retreat, flee, or avoid confrontation, deeming it appropriate when the subject of the conflict is

of little importance. This strategy is characterized by individualism and minimal cooperation, necessitating withdrawal and escape from confronting the conflict, and often disregarding the interests of both parties. It means attempting to exit the conflict without clashing with others. Farhoud & Abd, 2024, p. 710) indicated that avoidance is a useful method for managing organizational conflict and is successful in the short term. The time gained through avoidance can be used to gather information about the root cause of the conflict, and this method can also provide periods of calm. However, in the long run, this approach leads to the recurrence of the conflict if it is not fundamentally resolved.

b. Collaboration: This strategy involves conflicting parties seeking to cooperate to find solutions that meet both sides' needs and highlight their respective interests. When conflict poses a threat to all parties involved, cooperation to resolve the conflict in an integrated manner is the best solution, according to (Hussain et al., 2024, p. 155). Aboud & Aboud, 2014, p. 11) added that it is a problem-solving strategy where the conflicting parties seek to cooperate to find a solution that meets the needs of both and addresses the concerns of each. Therefore, this strategy is called a win-win strategy, in which everyone benefits, and the conflicting parties voluntarily agree to meet each other's needs.

c. Settlement: This involves the conflicting parties agreeing on specific issues to reach a compromise that satisfies all parties. Its purpose is to temporarily reduce tension between the conflicting parties. This strategy includes vital methods aimed at "identifying the root cause of the conflict, relying on persuading both parties to resolve their differences by making concessions that lead them to a mutually agreeable position" (Hussain et al., 2024, p. 155). It is a mediating approach that prioritizes self-interest and consideration for others, where both parties compromise to reach a shared decision, as described by (Farhoud & Abd, 2024, p. 710). A compromise is reached between the conflicting parties, characterized by cooperation and firmness. This means that each party is willing to make concessions to the other without pressure, which improves relations between them, reduces the intensity of the conflict, and leads to improved performance. However, this approach is only effective in the short term, as the conflict may reappear in the long term. It allows all aggrieved parties to express themselves on an equal footing, regardless of who holds a higher position in the conflict (Awalluddin & Maznorbalia, 2023, p. 4).

d. Competition: This approach is characterized by a lack of cooperation, in which one party prioritizes its own interests at the expense of the other, creating a winner and a loser. This means prioritizing self-interest over others' interests, as explained by Nasreen & Zeina (2023, p. 31). In other words, when interactions between parties are inherently intense, whether direct or indirect, each side aims to achieve victory or at least avoid admitting defeat. The interests of the parties often clash, potentially leading to one party's destruction by the other. This strategy can harm both individuals and institutions, especially when, as (Hussain et al., 2024, p. 155) note, the group employing it asserts itself and disregards the other group. This approach is termed coercive because it relies on formal authority to enforce compliance (Aboud & Aboud, 2014, pp. 8–11).

e. waiver: The compromise strategy prioritizes others' interests over one's own. This means setting aside one's aspirations and interests for the sake of others, even at one's own expense. This strategy includes various tactics to identify the root cause of the conflict and persuade all parties to make concessions that align with them. This strategy involves convincing all parties to the conflict to resolve their differences through compromise (Hussain et al., 2024, p. 156). On the other hand (Aboud & Aboud, 2014, pp. 8–10), one of the conflicting parties overlooks their own interests and concerns to appease the other party. This approach also involves downplaying differences and focusing on common ground, and the compromising party may receive something in return for their concession.

The relationship between strategic intelligence and organizational conflict management can be explained by the fact that strategic intelligence enhances leaders' ability to anticipate future developments and to understand the organizational environment more comprehensively, thereby reducing impulsive decisions that escalate conflict. Systems thinking also helps to identify interconnected relationships within the organization, strengthening the ability to diagnose the sources of conflict accurately. Furthermore, foresight and motivation foster collaboration among individuals and encourage compromise and cooperation in conflict management. Therefore, strategic intelligence is not merely a managerial skill but an explanatory framework for understanding how organizational conflict-management patterns are shaped

within academic institutions, whether towards cooperation, compromise, or other approaches.

3. Methodology

A review of previous studies revealed interest in the strategic intelligence variable and its relationship to organizational performance, leadership, and decision-making. The study by Al-Din & Islam (2024) indicated that strategic intelligence enhances performance effectiveness and the ability to address organizational challenges. Conversely, the study by Weber et al. (2025) focused on organizational conflict management and the impact of its methods on improving the work environment and reducing conflict intensity within organizations. However, most previous studies addressed the two variables separately, with limited research examining the relationship and mutual influence between strategic intelligence and organizational conflict management, particularly within the Iraqi university environment. This represents a research gap that the current study seeks to address.

Institutions, in general, and educational institutions in particular, face numerous workplace conflicts that can lead to stagnation and underdevelopment. These conflicts are characterized by ongoing problems stemming from conflicting interests or disruptions to work processes and decision-making mechanisms, making it difficult to compare and choose between alternatives. This necessitates developing leaders and personnel capable of confronting and resolving these conflicts and improving the realities of these societies. Strategic intelligence is considered one of the most prominent proactive approaches that helps managers achieve organizational goals by formulating policies, developing plans, and formulating strategies that play a significant role in keeping pace with developments, addressing challenges, and managing conflicts. The aim is to maximize performance and prevent failure resulting from organizational conflict through scientific and strategic management practices.

The problem of the study is embodied in the following questions:

What is the level of awareness of strategic intelligence among the study participants?

What is the level of awareness of organizational conflict management among the study participants?

Is there a relationship between strategic intelligence and organizational conflict?

Does strategic intelligence, with its dimensions, affect the management of organizational conflict, with its dimensions?

The importance of this research stems from the following points:

This study is one of the relatively recent studies that examined the relationship between strategic intelligence and its impact on the management of organizational conflict within an integrated framework, particularly in the university under study. It also aims to enhance theoretical support and contribute to the variables under study in the current research by presenting a summary of ideas from researchers in strategic intelligence and organizational conflict management, along with their dimensions. It also aims to provide the colleges under study with an accurate, focused understanding of the relationships and impacts among the study variables, offering clear, realistic information about the variables' dimensions and helping identify appropriate mechanisms for managing organizational conflict within the university.

The main objective of the study is to test the possibility of applying the strategy through strategic intelligence to manage organizational conflict in the colleges of the University of Mosul, and from it, sub-objectives are broken down as follows: measuring the perceptions and understanding of the respondents towards the study variables in the practical aspect in the university under study, and presenting several opinions and suggestions to emphasize to the leaders of those colleges the importance of providing a suitable environment for applying the strategy through strategic intelligence, considering intelligence as the main driver for its development and application and the essential basis for its growth in the business world and the secret of its success in the present and even the future, and presenting a vision that clarifies the possibility of the impact of strategic intelligence on managing organizational conflict, and testing the relationship between the study variables at the macro and micro levels.

To find logical answers to the research questions and achieve the study's objectives, hypotheses were formulated. These hypotheses explain the relationship and influence between the variables, based on the adopted study model, as follows:

1. There is a significant correlation between strategic intelligence and organizational conflict management.
2. Strategic intelligence has a significant impact on organizational conflict management.
3. The dimensions of strategic intelligence (foresight, systems thinking, future vision, and motivation) have significant impacts on organizational conflict management.
4. There are significant relationships and impacts between the dimensions of strategic intelligence and organizational conflict management styles.

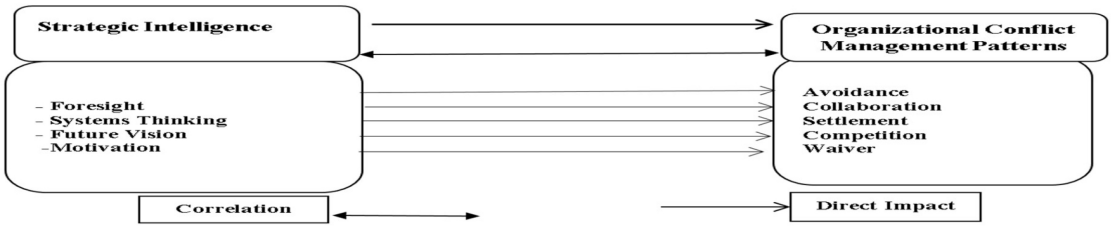

Fig. 1. Hypothetical diagram of the research.
The source: *Prepared by the researchers based on available sources.*

The research model, in light of the research problem and its objectives, was designed to demonstrate the relationships and influences among the research variables, as shown in Fig. 1. This model is comprehensive, encompassing all research variables, and thus allows measurement of correlations and influences among them. To clarify the model further, the following points are explained: The explanatory variable: This includes strategic intelligence, which comprises four dimensions shown in the model: foresight, systems thinking, future vision, and motivation. The dependent variable: This includes organizational conflict management styles, comprising five dimensions shown in the model (avoidance, cooperation, compromise, competition, and concession), as illustrated in Fig. 1.

The study employed stratified random sampling to ensure an accurate representation of the various administrative categories within the research population, namely deans, their deputies, department heads, and rapporteurs, across several colleges at the University of Mosul. This method was chosen due to the diversity of their administrative roles and the resulting differences in their perspectives on the study variables. A total of 140 questionnaires were distributed, and the sample size was determined using the Sekeran (2010) formula, based on the size of each stratum, to achieve balance and proportional representation. 103 questionnaires were returned and deemed valid for statistical analysis, representing a scientifically acceptable percentage and sufficient for the study's analysis.

In this study, the Five-Point Likert scale was used to measure the responses of the sample members. The scale consists of (strongly agree, agree, neutral, disagree, and strongly disagree) for the purpose of measuring the independent variable, which is strategic intelligence with its dimensions (foresight, systems thinking, and future vision, and motivation), and it includes 24 items. As for the dependent variable, it is (organizational conflict management) with its dimensions (avoidance, cooperation, compromise, competition, concession), and there were 30 items, as shown in Table 1:

The research adopted a descriptive-analytical approach. The study sample consisted of administrative and academic leaders from several colleges at the University of Mosul. A total of 140 individuals participated, from whom 103 questionnaires were returned and deemed valid for analysis. A questionnaire was used as the primary instrument, developed based on previous assessments and adapted to the context of the study, reflecting modifications to its design. The questionnaire's face validity was verified through expert review, and its reliability was assessed using Cronbach's alpha (α). This is detailed in the practical section.

Table 1. Research measures.

Se	Measurement dimensions	The symbol	Number of paragraphs	Source of measurement
1-	Strategic intelligence	SI	24	(Zarafili & Zarafili, 2023).
	Foresight	Fo	6	
	Systems thinking	St	6	
	Future vision	Fv	6	
	Motivation	Mo	6	
2-	Organizational conflict	OC	30	(Farhoud & Abd, 2024)
	Avoidance	Av	6	(Hussain et al., 2024, p. 155)
	Cooperation	*Co*	6	
	Settlement	*Se*	6	
	Competition	*Con*	6	
	Waiver	*Wa*	6	

The source: Prepared by the researchers based on the literature.

4. Results

4.1. Description of the sample and personal information of the respondents

Questionnaires were distributed to a sample of 103 individuals. The survey aimed to gather the opinions of a sample of leaders at the University of Mosul. The personal information included gender, marital status, age, academic title, job title, and years of service, as shown in Table 2 below:

4.2. Description and analysis of study variables

To describe and analyze the study variables, response rates, overall averages, frequency distributions, means, and standard deviations will be calculated for each variable. The results are shown in Table 3 below:

The strategic intelligence variable achieved agreement rates of 69.14% and 8.31% for agreement and disagreement, respectively, and a neutral rate of 22.58%. The strategic intelligence variable also had a relative importance of 75.073%, which is classified as medium to high on the relative importance (RII) scale. The mean of this dimension was 3.754 with a standard deviation of 0.832.

The organizational conflict management variable showed agreement rates of 71.10%, disagreement rates of 7.46%, and neutral rates of 21.44%. The organizational conflict management variable also had a relative importance of 76.738%, which is classified as medium to high (RII). The mean of this dimension was 3.837 with a standard deviation of 0.852.

Table 2. Description of personal information of the respondents.

Description	Category	Number	Ratio	Description	Category	Number	Ratio
Gender	Male	68	66%	Job Title	Director	5	4.9%
	Female	35	34%		Dean	3	2.9%
	Total	103	100.0%		Assistant Dean	4	3.9%
marital status	Single	84	82%		Head of Department	14	13.5%
	Married	19	18%		Courses for Undergraduate, Graduate, Morning, and Evening Studies	77	3.7%
	Total	103	100.0%	Number of Years of Service	Assistant Lecturer	17	16.5%
The Age	30–40 Y	27	26.2%		Lecturer	43	41.7%
	40–50 Y	47	45.6%		Assistant Professor	29	28.2%
	50 and more	29	28.2%		Professor	14	13.6%
	Total	103	100.0%		Total	103	100%
Job Service	10–1 Y	13	12.6%				
	20–10 Y	25	24.3%				
	30–20 Y	39	37.9%				
	40–30 Y	19	18.4%				
	40 and more	7	6.8%				
	Total	103	100.0%				

The source: Prepared by the researchers based on the outputs of the SPSS V.27 program. n = 103.

Table 3. Overall average, frequency distributions, means, standard deviations, and relative importance ratios.

	Response Scale													
	I strongly agree (5)		I agree (4)		neutral (3)		I disagree (2)		I strongly disagree (1)		arithmetic mean	Standard deviation	Relative importance %	Paragraph order
Items	N	%	N	%	N	%	N	%	N	%				
The overall rate of the strategic intelligence variable	16	15.54	55.21	53.6	23.25	22.575	7.5025	7.2875	1.0425	1.0175	3.754	0.832	75.073	2
the total			69.14		22.58			8.31						
The overall rate of the organizational conflict management variable	21.7	21.07	51.532	50.026	22.1	21.442	6.6	6.416	1.066	1.044	3.837	0.852	76.738	1
			71.10		21.44			7.46						

The source: Prepared by researchers based on the outputs of the SPSS V.27 program.

4.3. Questionnaire reliability test

Reliability is a crucial metric in questionnaire analysis. It refers to the consistency of responses regarding specific values, indicating minimal variation from one Experiment to another or from one sample to another identified three levels of reliability, allowing the determination of the reliability strength of each dimension.

Table 4. Measures the reliability of the study variables.

Variables	Key variables	Coefficient Value
Strategic Intelligence	Foresight	0.80
	Systems Thinking	0.81
	Future Vision	0.79
	Motivation	0.74
Organizational Conflict Management	Avoidance	0.80
	Cooperation	0.83
	Settlement	0.85
	Competition	0.88
	Waiver	0.89
The stratified alpha coefficient for the combined dimensions α_(st.)		**0.96**

The source: Prepared by the researchers based on the outputs of SPSS V.27.

To facilitate interpretation, Table 4 above shows the results of Cronbach's alpha coefficient for each dimension, and the ranked alpha coefficient for all dimensions combined within the institution.

It was observed that the stratified alpha coefficient reached 0.96, exceeding 0.70% for both study variables. It is also noted that all values for the dimensions of the strategic intelligence variable were greater than 70%, and similarly, the alpha coefficient for all dimensions of the organizational conflict management variable was also greater than 70%. Therefore, based on the alpha values for the dimensions of the strategic intelligence variable, the alpha coefficients for the dimensions of the organizational conflict management variable, and the stratified alpha coefficient, it can be concluded that the study variables exhibit a high degree of stability.

4.4. Internal consistency of study variables

Internal consistency represents the correlation between questions and the dimension they represent. To measure internal consistency at the level of a single dimension, the process involves calculating the correlation coefficient (absolute value) between questions within that dimension and the dimension itself. If this average value is greater than or equal to 0.3, it indicates internal consistency.

Table 5 shows internal consistency across the dimensions, as evidenced by the correlation coefficient values. These values ranged from 0.595 to 0.807 for the strategic intelligence variable and from 0.875 to 0.553 for the organizational conflict management variable. These values are greater than 0.3, indicating a significant correlation between the items and the dimensions they represent.

4.5. Confirmatory factor analysis

Confirmatory factor analysis is a common and important test in structural equation modeling because it determines the correlations between observed variables (questions) and their corresponding dimensions (latent variables). Loading factors indicate how well these observed variables represent their corresponding dimensions. The quality of fit indicators determines the validity of the model under study. These indicators are obtained by applying confirmatory factor analysis using AMOS software, as shown in Fig. 2. illustrates the factor loading values (correlation) of the observed variables (questions) with their corresponding variables (latent variables) related to the study variables. These values are indicated by the single-headed arrow between the question and the latent variable. Additionally, the correlation coefficients between each pair of latent variables are shown by the double-headed arrow.

The results of the confirmatory factor analysis showed the significance of the model developed by the researchers and its conformity to the study sample model, as indicated by the conformity quality indicators, which are based on the conformity goodness indicators and acceptance limits used by most researchers and shown in Table 6 (McDonald and Ho, 2002), where the results show that all indicators are conformity, meaning that they are within their acceptable limits.

4.6. Standard regression coefficients

The specified dissipation values are determined based on the sample size. Table 7 shows the standard regression coefficients (SRW-dissipation values) along with their corresponding p-values. All items were statistically significant because their corresponding p-values were less than 0.05. All SRW dissipation values were greater than 0.55, except for the values corresponding to items (X3, X8, X18, X21, X22, X23, X24, y6, and y7).

Items with weak fill values were removed from the model, and the confirmatory factor analysis was repeated, yielding fill values within the specified range.

Furthermore, the fit quality indices obtained after removing the item with the weak value were included in Table 8. A clear improvement in the values is observed, and in all cases, they match the specified values.

Table 5. Internal consistency of variable dimensions.

		Internal Consistency					
		Variables					
		First	Second	Third	Fourth	Fifth	Sixth
		Degree of correlation between the paragraph and the dimension					
Variables	Sub-dimensions	(P-Value)					
Strategic Intelligence	Foresight	0.688	0.807	0.665	0.667	0.665	0.715
		0.000	0.000	0.000	0.000	0.000	0.000
	Systems Thinking	0.733	0.691	0.704	0.732	0.744	0.698
		0.000	0.000	0.000	0.000	0.000	0.000
	Future Vision	0.665	0.732	0.732	0.72	0.768	0.595
		0.000	0.000	0.000	0.000	0.000	0.000
	Motivation	0.62	0.73	0.692	0.611	0.631	0.688
		0.000	0.000	0.000	0.000	0.000	0.000
Organizational Conflict Management	Avoidance	0.743	0.744	0.705	0.768	0.774	0.553
		0.000	0.000	0.000	0.000	0.000	0.000
	Cooperation	0.707	0.786	0.795	0.625	0.777	0.723
		0.000	0.000	0.000	0.000	0.000	0.000
	Settlement	0.769	0.743	0.759	0.746	0.764	0.745
		0.000	0.000	0.000	0.000	0.000	0.000
	Competition	0.73	0.777	0.722	0.854	0.829	0.809
		0.000	0.000	0.000	0.000	0.000	0.000
	waiver	0.806	0.796	0.852	0.82	0.875	0.706
		0.000	0.000	0.000	0.000	0.000	0.000

The source: Prepared by the researchers based on the outputs of the SPSS V.27 program.

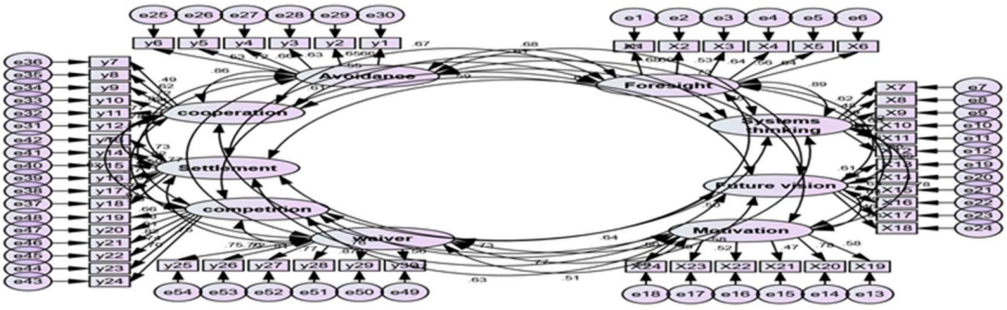

Fig. 2. Confirmatory factor analysis of the dimensions of the study variables.
The source: *Prepared by the researchers based on the outputs of the SPSS V.27 program.*

Table 6. Conformity quality indicators for confirmatory factor analysis.

Result	Value	Indicators
Identical	0.38	CMIN/DF
Identical	0.95	GFI
Identical	0.94	AGFI
Identical	0.85	PGFI
Identical	0.94	NFI
Identical	0.93	RFI
Identical	0.058	RMR

The source: Prepared by the researchers based on the outputs of the SPSS V.27 program.

Thus, through the values of the conformity quality indicators in Table 8 above and through the saturation values in Table 7, it can be said that the model with its last paragraphs is the accurate model and can be relied upon in testing the study hypotheses.

4.7. Testing the study hypotheses

This section will test the correlations and effects between the variables under investigation, both collectively and individually, at the dimension level.

4.7.1. First main hypothesis

There is a statistically significant correlation between the strategic intelligence variable and the organizational conflict management variable.

Table 9 below shows "the results of testing the first main hypothesis.

The hypothesis test demonstrates a positive correlation between strategic intelligence and organizational conflict management, as evidenced by a positive correlation coefficient of 0.80. Furthermore, the 95%

Table 7. Values of standard regression coefficients for the results of confirmatory factor analysis.

Parameter			SRW	P-value	Parameter			SRW	P-value
X1	←	Foresight	0.685	0.003	y1	←	Avoidance	0.656	0.002
X2	←		0.690	0.003	y2	←		0.651	0.004
X3	←		0.529	0.002	y3	←		0.631	0.003
X4	←		0.645	0.004	y4	←		0.664	0.003
X5	←		0.562	0.004	y5	←		0.725	0.003
X6	←		0.640	0.002	y6	←		0.530	0.003
X7	←	Systems	0.618	0.003	y7	←	cooperation	0.486	0.003
X8	←	Thinking	0.475	0.009	y8	←		0.624	0.003
X9	←		0.590	0.001	y9	←		0.719	0.003
X10	←		0.634	0.004	y10	←		0.635	0.002
X11	←		0.740	0.002	y11	←		0.772	0.001
X12	←		0.760	0.002	y12	←		0.778	0.002
X13	←	Future	0.608	0.002	y13	←	Settlement	0.731	0.004
X14	←	Vision	0.578	0.002	y14	←		0.616	0.005
X15	←		0.648	0.001	y15	←		0.591	0.002
X16	←		0.641	0.003	y16	←		0.767	0.002
X17	←		0.791	0.003	y17	←		0.793	0.001
X18	←		0.457	0.001	y18	←		0.662	0.003
X19	←	Motivation	0.578	0.002	y19	←	competition	0.663	0.004
X20	←		0.781	0.003	y20	←		0.680	0.004
X21	←		0.475	0.002	y21	←		0.814	0.002
X22	←		0.517	0.002	y22	←		0.821	0.003
X23	←		0.493	0.002	y23	←		0.741	0.003
X24	←		0.498	0.003	y24	←		0.701	0.003
					y25	←	Accommodation	0.753	0.005
					y26	←		0.724	0.001
					y27	←		0.911	0.001
					y28	←		0.768	0.004
					y29	←		0.870	0.002
					y30	←		0.561	0.004

The source: Prepared by the researchers based on the outputs of the (AMOS V.24) program.

Table 8. Conformity quality indicators for confirmatory factor analysis after deletion.

Result	Value	Indicators
Identical	0.33	CMIN/DF
Identical	0.96	GFI
Identical	0.96	AGFI
Identical	0.85	PGFI
Identical	0.96	NFI
Identical	0.95	RFI
Identical	0.054	RMR

The source: Prepared by the researchers in light of the results of the statistical analysis using the (AMOS V.24) software.

confidence intervals (confidence intervals) were both positive, ranging from 0.883 to 0.673. The correlation is statistically significant because the p-value of 0.005 is less than 0.05, thus rejecting the null hypothesis and supporting the alternative hypothesis, which states that a statistically significant relationship exists between strategic intelligence and organizational conflict management.

The correlation between the strategic intelligence variable and the organizational conflict management variable can be illustrated through the following Fig. 3:

The following sub-hypotheses arise from this:

1. There is a significant correlation between the foresight dimension and the organizational conflict management variable.
2. There is a significant correlation between the systems thinking dimension and the organizational conflict management variable.
3. There is a significant correlation between the future vision dimension and the organizational conflict management variable.
4. There is a significant correlation between the motivation dimension and the organizational conflict management variable.

Table 10 shows the results of testing the above sub-hypotheses:

The correlation between the foresight dimension and the organizational conflict management style variable is positive, as indicated by the positive correlation coefficient (0.69). Moreover, the 95% confidence interval (0.510-0.827) showed similar results. Additionally, the p-value (0.003) is less than 0.05, indicating a statistically significant correlation. This supports rejecting the null hypothesis and

Table 9. The relationship between the strategic intelligence variable and the organizational conflict management variable.

First Variable	Relationship Direction	The Second Variable	Correlation Value	95% Confidence Interval		Probability Value P-value
				Lower	Upper	
Strategic Intelligence	⟷	Organizational Conflict Management	0.80	0.673	0.883	0.005

The source: Prepared by the researchers in light of the results of statistical analysis using AMOS V.24 software.

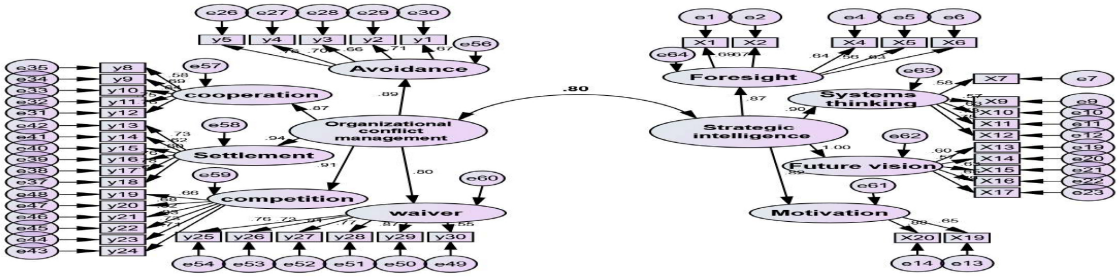

Fig. 3. The correlation between the strategic intelligence variable and the organizational conflict management variable.

***The source**: Prepared by the researchers based on the results of the statistical analysis using AMOS V.24 software.*

Table 10. The correlation between the dimensions of the strategic intelligence variable and the organizational conflict management variable.

First Variable	Relationship Direction	The Second Variable	Correlation Value	95% Confidence Interval		Probability Value P-Value
				Lower	Upper	
Foresight	⟷	Organizational Conflict Management	0.69	0.510	0.827	0.003
Systems Thinking	⟷		0.71	0.545	0.840	0.005
Future Vision	⟷		0.80	0.662	0.904	0.004
Motivation	⟷		0.67	0.449	0.835	0.002

The source: Prepared by the researchers based on the results of statistical analysis using AMOS V.24 software.

accepting the alternative hypothesis, which states that there is a statistically significant correlation between the foresight dimension and the organizational conflict management style variable.

Furthermore, the correlation between the systems thinking dimension and the organizational conflict management styles variable is direct, as indicated by the positive correlation coefficient (0.71). It is also observed that the 95% confidence intervals, which ranged from 0.840 to 0.545, showed similar signs. Additionally, the p-value (0.005) is less than 0.05, indicating that the correlation is statistically significant. This rejects the null hypothesis and accepts the alternative hypothesis, which states that there is a statistically significant correlation between the systems thinking dimension and the organizational conflict management styles variable.

Furthermore, the correlation between the future vision dimension and the organizational conflict management styles variable is direct, as indicated by the positive correlation coefficient (0.80). It is also observed that the 95% confidence intervals, ranging from 0.904 to 0.662, showed similar signs. Moreover, the p-value (0.004) is less than 0.05, indicating that the correlation is statistically significant. This rejects the null hypothesis and accepts the alternative hypothesis, which states that there is a statistically significant correlation between the future vision dimension and the organizational conflict management styles variable.

Finally, the correlation between the motivation dimension and the organizational conflict management styles variable is direct, as indicated by the positive correlation coefficient (0.67). Besides, the 95% confidence interval (0.449-0.835) showed similar results. The p-value (0.002) is less than 0.05, indicating a statistically significant correlation. This rejects the null hypothesis and supports the alternative hypothesis, which posits a statistically significant correlation between the motivation dimension and the organizational conflict management styles variable.

The correlation between the dimensions of the strategic intelligence variable and the organizational conflict management styles variable can be illustrated in Fig. 4 below.

4.7.2. The second main hypothesis

There is a statistically significant effect of the strategic intelligence variable on the organizational conflict management patterns variable.

Table 11 below shows the results of testing the second main hypothesis:

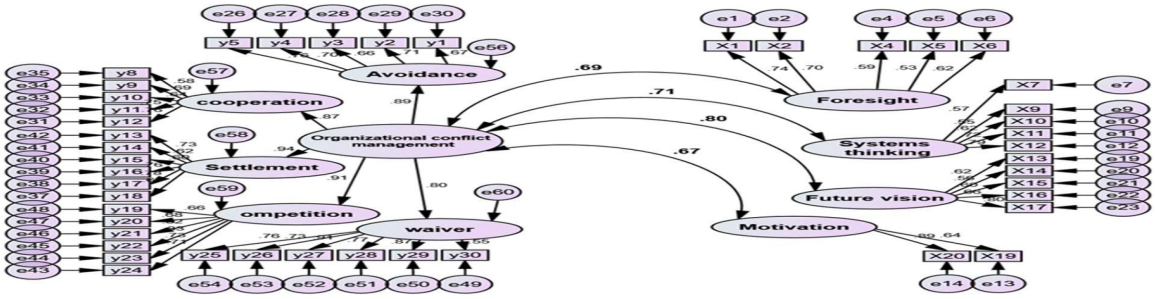

Fig. 4. Correlation between the dimensions of the strategic intelligence variable and the organizational conflict management styles variable.
***The source**: Prepared by the researchers based on the results of the statistical analysis using AMOS V.24.*

Table 11. The results of the effect of the strategic intelligence variable on the organizational conflict management patterns variable.

The Independent Variable	Direction of Influence	The Dependent Variable	Regression Coefficient Estimate(β)	Standard Error of the Regression Coefficient Se.(β)	R^2	95% Confidence Interval		Probability Value P-Value
						Lower	Upper	
Strategic Intelligence	→	Organizational Conflict Management	0.684	0.188	0.64	0.428	1.153	0.002

The source: Prepared by the researchers based on the results of statistical analysis using AMOS V.24 software.

It is observed that the effect of the strategic intelligence variable on the organizational conflict management styles variable is a positive one, as evidenced by the positive sign of the regression coefficient (β) for the strategic intelligence variable, which has a value of 0.684. Furthermore, the standard error of the regression coefficient is 0.188. Both the lower and upper limits of the 95% confidence interval 0.428 and 1.153, respectively showed the same sign at the 0.05 significance level. The effect was statistically significant ($p < 0.05$)0.002. thus, indicating a significant effect of the strategic intelligence variable on the organizational conflict management styles variable. It is also noted that the coefficient of determination (R^2) was 0.64, indicating that 64% of the variation in the dependent variable (organizational conflict management styles) was explained by changes in the independent variable (strategic intelligence).

The impact of the strategic intelligence variable on the organizational conflict management styles variable can be illustrated in Fig. 5 below.

The second main hypothesis leads to the following sub-hypotheses:

1. There is a statistically significant effect of the foresight dimension on the organizational conflict management styles variable.
2. There is a statistically significant effect of the systems thinking dimension on the organizational conflict management styles variable.
3. There is a statistically significant effect of the future vision dimension on the organizational conflict management styles variable.
4. There is a statistically significant effect of the motivation dimension on the organizational conflict management styles variable.

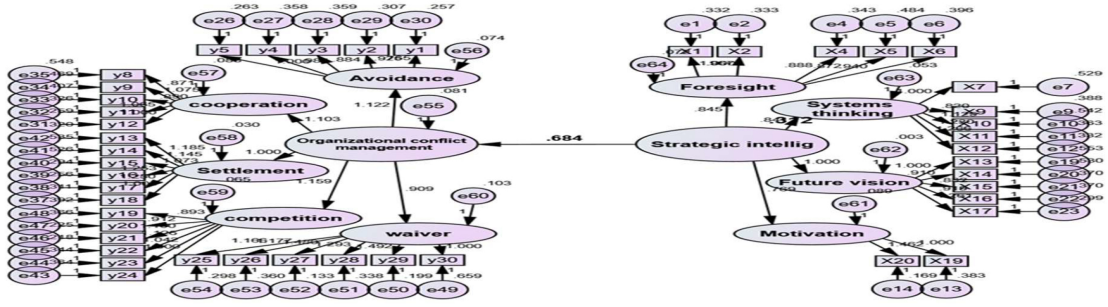

Fig. 5. The effect of the strategic intelligence variable on the organizational conflict management patterns variable.
***The source:** Prepared by the researchers based on the results of the statistical analysis using AMOS V.24 software.*

Table 12. The results of testing the above hypotheses.

The Independent Variable	Direction of Influence	The Dependent Variable	Regression Coefficient Estimate(β)	Standard Error of the Regression Coefficient Se.(β)	R^2	95% Confidence Interval		Probability Value P-Value
						Lower	Upper	
Foresight	→	Organizational Conflict Management	0.564	0.134	0.54	0.344	0.858	0.002
Systems Thinking	→		0.663	0.302		0.380	1.357	0.002
Future Vision	→		0.665	0.206		0.392	1.165	0.002
Motivation	→		0.612	0.197		0.337	1.133	0.001

The source: Prepared by the researchers in light of the results of statistical analysis using (AMOS V.24) software.

Table 12 below shows that the effect of the proactive dimension on the organizational conflict management styles variable is positive, as evidenced by the positive sign of. It is observed that the impact of the anticipatory dimension on the organizational conflict management styles variable is a positive one, as evidenced by the positive sign of the Estimate(β) coefficient for the anticipatory dimension, which has a value of 0.564. Furthermore, "the standard error of the regression coefficient" is 0.134. "Both the lower and upper limits of the 95% confidence interval", which were 0.858 and 0.344, respectively, showed the same direction at "a significance level of 0.05". This effect is "statistically significant, as indicated by the p-value of 0.002, which is less than 0.05, thus indicating a significant impact of the anticipatory dimension on the organizational conflict management styles variable".

It is also observed that the effect of the systems thinking dimension on the organizational conflict management styles variable is a positive one, as evidenced by the positive sign of the regression coefficient (β) for the systems thinking dimension, which has a value of 0.663. Furthermore, the standard error of the regression coefficient is (0.302). Both the lower and upper limits of the 95% confidence interval 0.380 and 1.35, respectively showed the same sign at the 0.05 significance level. The effect was statistically significant ($p < 0.05$) 0.002, thus indicating a significant effect of the systems thinking dimension on the organizational conflict management style.

Furthermore, it is observed that the impact of the future vision dimension on the organizational conflict management styles variable is a positive one, as evidenced by "the positive sign of the regression coefficient" (β) for the future vision dimension, which has a value of 0.665. The standard error of the regression coefficient is also 0.206. Additionally, both the lower and upper limits of the 95% confidence interval 0.392 and 1.165, respectively showed the same sign at the 0.05 significance level. The effect was statistically significant ($p < 0.05$)0.002, thus indicating a significant impact of the future vision dimension on the organizational conflict management styles variable.

Finally, "it is observed that the effect of the motivation dimension on the organizational conflict management styles variable is a positive one, as evidenced by the positive sign of the regression coefficient (β) for the future vision dimension, which has a value of 0.612. The standard error of the regression coefficient is also 0.197. Also, both the lower and upper limits of the 95% confidence interval 0.337 and 1.133, respectively had the same sign at the 0.05 significance level. The effect was statistically significant ($p < 0.05$) 0.001, thus indicating a significant effect of the motivation dimension on the organizational conflict management styles variable.

It is also noted that the value of the coefficient of determination R^2, which amounted to 0.54, means that 0.54 of the changes occurring in the dependent variable, which is represented by organizational conflict management patterns, are caused by changes occurring in the dimensions of the strategic intelligence variable.

In general, strategic intelligence influences organizational conflict management by enhancing leaders' ability to analyze situations, anticipate conflict outcomes, and choose appropriate methods for managing conflict, thereby reducing its intensity and improving its management.

The impact of the dimensions of the strategic intelligence variable on the organizational conflict management patterns variable can be illustrated through the following Fig. 6:

4.8. Statistical conclusions

In comparing the relative importance of the strategic intel dimensions, the motivation dimension emerged as the most important. Similarly, when comparing the relative importance of the dimensions of the organizational conflict management styles variable, the avoidance dimension emerged as the most important. Questionnaire reliability measurements showed that all dimensions of the study variables exceeded 70%, and the stratified alpha coefficient of

Fig. 6. The effect of the dimensions of the strategic intelligence variable on the organizational conflict management patterns variable.
The source: *Prepared by the researchers based on the results of the statistical analysis using AMOS V.24 software.*

0.96 was also above 70%, indicating strong reliability. Internal consistency analysis revealed a significant correlation between the items and the dimensions they represent. Testing for common-method bias showed no evidence of it. Tests of normality indicated that none of the study variables were normally distributed. Confirmatory factor analysis involved removing some items from the model, resulting in the best fit quality indicators. When examining the correlation, a significant correlation was found between the strategic intelligence variable and the organizational conflict management styles variable. Furthermore, a significant correlation was found between all dimensions of the strategic intelligence variable and the organizational conflict management styles variable. Finally, a significant causal relationship was found between the strategic intelligence variable and the organizational conflict management styles variable.

5. Conclusions and recommendations

The study revealed a statistically significant effect of strategic intelligence on organizational conflict management within the colleges under study. The findings indicated that leaders with greater foresight and strategic vision tend to adopt collaborative, compromise-based approaches to managing organizational conflicts. In contrast, lower levels in some dimensions of strategic intelligence were associated with the use of more traditional conflict management styles, such as avoidance or concession. The results also showed variations in leaders' perceptions and adoption of conflict management methods, which may be attributed to differences in strategic intelligence levels and certain functional characteristics. Overall, the findings confirmed a strong relationship between strategic intelligence and organizational conflict management methods, underscoring its role in enhancing administrative practices in the university environment.

Based on these findings, the study recommends strengthening university leadership development programs to enhance strategic intelligence among academic and administrative leaders. It also recommends encouraging leaders to adopt collaborative, compromise-based approaches to address organizational conflicts and minimize their negative effects. In addition, the study suggests integrating strategic intelligence criteria into leadership selection and evaluation policies and promoting an organizational environment grounded in understanding, coordination, and trust to support effective conflict management. Furthermore, universities are encouraged to establish organizational mechanisms for the early monitoring, diagnosis, and management of conflicts. Finally, the study highlights the importance of conducting future research on other organizational variables, such as leadership quality and organizational flexibility, and examining their role in the relationship between strategic intelligence and organizational conflict management.

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Authors' contribution statement

The first author contributed to the research concept, design, and data collection, while the second author contributed to the statistical analysis and formulation of the results. Both authors collaborated on writing, scientific review, and approval of the final version of the manuscript.

Authors' declaration

We hereby confirm that all the Figures and Tables in the manuscript are mine/ours. Furthermore, any Figures and images that are not mine/ours have been included with the necessary permission for republication, which is attached to the manuscript.

Conflicts of interest

None.

Ethical clearance

The project was approved by the local ethical committee at the University of Mosul.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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