

---

## STRATEGIC INTELLIGENCE AND ITS ROLE IN SUPPORTING ORGANIZATIONAL RENEWAL

Ass. Prof. Jinan Mehdi Shaheed

University of Karbala / College of Administration and Economics

Jinan.m@uokarbala.edu.iq

### Abstract

This study sought to determine the impact of strategic intelligence and its role in supporting organizational renewal. To achieve this, the study adopted the dimensions of strategic intelligence represented by (foresight and future vision). (systems thinking, motivation, partnership) and the dimensions of organizational renewal represented by (strategic capability, Communication, time investment, leadership practices, orientation towards learning, and knowledge management). The study population represented the University of Karbala, and the study variables were measured using a questionnaire.

It was prepared for this purpose, as 85 questionnaires were distributed. The study reached a set of conclusions, the most important of which is the existence of a positive and robust influence relationship. It has a moral significance for strategic intelligence in supporting organizational renewal. The study has concluded with a set of recommendations, among the most important of these recommendations was enhancing awareness and awareness of the concept of intelligence. The strategy and its role in supporting and encouraging commitment among working individuals by pushing them to participate. In the processes of supporting organizational renewal.

**Keywords:** strategic intelligence, organizational renewal.

### Introduction

Contemporary studies point to the challenges of the digital age, technological development, information technology, and the competition of organizations that have increased the importance of administrations' knowledge of mechanisms and wise knowledge to improve the principles of formulating strategies and the operational decisions they adopt in carrying out their activities and competing with similar organizations that operate in the same market. Strategic intelligence is linked to the mental capabilities needed by the manager and strategic thinker, which allow him to think comprehensively about the future of the organization he manages, which requires him to study the surrounding environment and identify the available opportunities and threats that the organization may face.

Hence, strategic intelligence represents a tool for collecting information that helps decision makers obtain knowledge and guide them on the path to achieving the success and development of the organization. It deals with issues that affect the organization in the medium and long term as an effective tool in directing organizations to achieve their goals. Studies have found that leaders and managers have extraordinary talents that enable them to bring about change and support organizational renewal. There is a link between strategic

intelligence and organizational renewal processes. Research has shown that strategic intelligence is one of the most important factors that helps organizations innovate, innovate, and develop.

In order to achieve the objectives of the study, it was divided into four sections, the first section was devoted to presenting the methodology, while the second section was concerned with presenting the theoretical framework of the research, and then the third section presented a test and analysis of the research hypothesis, and finally the fourth section presented the most important conclusions and recommendations the research.

## **Methodology the study**

### **1- The problem the study**

The role of strategic intelligence in supporting organizational renewal is the most prominent and important among its roles. It is a tool used by the organization's management in drawing up policies and developing strategies. Therefore, strategic intelligence is considered one of the important matters in today's world, as it is among the priorities to use strategic intelligence in organizational renewal processes, and from here it can Summarizing the study problem with the following questions:

- 1) Do the organization's members adopt ideas and visions for strategic intelligence?
- 2) What are the requirements for applying strategic intelligence?
- 3) Does the organization realize the importance of organizational renewal in achieving its goals?
- 4) Is there an impact of strategic intelligence on organizational renewal?

### **2- The importance of the study**

- 1- Studying the relationship between strategic intelligence and its dimensions and organizational renewal
- 2- Promoting the concept of strategic intelligence its elements in a way that helps and contributes to supporting organizational renewal.
- 3- Identify the dimensions of organizational renewal processes and how to achieve organizational development.

### **3- Objectives of the study**

The study aims to:

- 1- Identify strategic intelligence and its foundations.
- 2- Ensuring the readiness and ability of senior management to apply the dimensions of strategic intelligence and work to improve and develop the organization.
- 3- Diagnosing the reality of the processes of supporting organizational renewal in organizations.

### **4- Study hypotheses**

In light of the problem of the study and in order achieve the objectives of study, the main hypothesis formulated: **(There is no significant effect the dimensions of strategic intelligence in supporting organizational renewal).**

**5- Research population and sample**

Represents the study population at the University of Karbala: to represent the primary sample. Because most studies related to the topic of organizational commitment indicate the success of this topic in the education sector. This has actually been observed in terms of the availability of a suitable climate and objective conditions, which facilitate the tasks of sensing the opportunities available at the regional level and then working to seize the opportunities by reshaping the available resources with the aim of achieving strategic flexibility. The study included (85) individuals from the employees and professors of the College of Administration and Economics and the Presidency of the University of Karbala. The study also relied on the experimental analytical approach, which relies on measuring the study variables by conducting a questionnaire, analyzing its results, and then testing the study variables.

**6- Description of the research sample**

The University of Karbala was chosen research community, and the sample size was (85) employees from the College of Administration and Economics. (100) questionnaire forms were distributed , and the number questionnaires ead was (85).

**Table (1) description the research sample**

N	Variables	categories	Number	Percentage
1	Gender	Male	18	%21
		Female	67	%79
		total	85	%100
2	Age	Less than 30	7	%8
		30- 39 years	40	%48
		40-49 years	25	%29
		More than 50 years	13	%15
		Total	85	%100
3	Qualification	Phd	5	%6
		Master	7	%8
		Higher diploma	4	%5
		Bachelor	69	%81
		Institute	0	%0
		High school and above	0	%0
		Total	85	%100
4	Years of experience	Less than 5 years	8	%9
		5- 10 years	31	%38
		11-15 years	22	%26
		16- 20 years	11	%13
		21- 25 years	9	%10
		26 and more	4	%4
		Total	85	%100
		Head of department	5	%6
		Division manager	15	%18
		Employee	65	%76
		Total	85	%100

Prepared by researcher

From table (1), it is clear that the characteristics of the sample members of the research sample are as follows: -

---

1- **Gender:** - The statistical results in Table (1) showed that the majority sample members were female, as their percentage reach (76%), equivalent to (67) individuals, while the percentage of males reached (21%), equivalent to ( 18) out of the total sample, which means that the percentage of females is more than half compared to males.

2- **Age collection:** The statistical results presented in Table (1) showed that the percentage of (48%) was the age group (30-39 years) and that the percentage (29%) was for the age group ranging between (40-49 years) and the percentage (15%) was for the age (50 years and over) and (8%) was for the age (less than 30 years), which indicates that the strength of the organization's tendency research sample to rely on the ages those in their thirties and forties, which is a good percentage. For university work because it requires high effort and activity, category also reflects level of perception, awareness and maturity.

3- **Qualification Academic:** - Table (1) shows the distribution the sample members according their qualification academic. The largest percentage was respondents who held a bachelor's degree, as percentage reached (81%), and then the percentage of respondents held a master's degree, as their percentage (8%). In third place was the percentage of respondents who held a doctorate degree, which amounted to (6%), and in the fourth and last place it was for holders of a higher diploma, which to (5%), as it was the lowest percentage of respondents who held these two certificates (institute and preparatory). ). By looking at above percentages, it becomes clear that the majority of sample members hold certificates and academic and practical experience, and this indicates the ability to complete work in a distinguished and innovative manner in order to achieve outstanding .

4- **experience Years :** - Through of Table (1), it is clear to us the largest percentage the research sample was for the category of (6-10 years), their percentage (38%), while for those whose years of service ranged from (11-15 years), it reached Their percentage was (26%), then for the category (16 - 20 years) with a percentage of (13%), then the category (21 - 25 years) with a percentage of (10%), and as for the category (26 - and above), their percentage reached (4%). These percentages indicate that majority of the sample members have sufficient years of experience that qualifies them acquire the skills and abilities that help in outstanding performance.

5- **position :** - Through the of Table (1), it is clear to us that the largest percentage of the research sample was for the category (employee), their percentage (76%), and then for the category (division manager), their percentage (18%), and then occupied Last rank (department head), with a rate (6%). These percentages indicate that the majority of their sample members work at the operational level.

## **The theoretical framework**

### **1. Strategic intelligence**

#### **A- The concept of strategic intelligence**

Strategic intelligence is a process or tool for collecting information that helps acquire knowledge in decision-making by monitoring the organizational environment, analyzing this

---

information, predicting and planning for the future, as well as the ability to adapt to environmental changes (Abuzaid, 2017: 75). Strategic intelligence helps managers develop strategies and policies for the future, but they do so when their states of uncertainty are high. To be able to confront those challenges facing the organization, strategic intelligence is required in a variety of forms, through mobilizing concepts of the past and organized expression of the future. potential, which helps them in the decision-making process (Robinson et al., 2021:2). In the same regard, strategic intelligence has become an important system of innovation, which contributes to building systematic, distributed and permanent processes to carry out the process of collecting strategic information, analyzing it and benefiting from it in order to make decisions and organizational procedures that help integrate other processes related to leadership and knowledge, which help the organization in the ability to give The right information to the right people at the right time, to make successful future decisions (Soriano & Valdies, 2021:3). On this basis, strategic intelligence can be defined as an administrative and strategic process that successful organizations work with, as it consists of several keys that contribute to the success process (Al-Azzawi & et al., 2020:4)

(1914:2202 et al., & Bruzzone) pointed out that strategic intelligence is used as an enabling factor for the more complex aspects, which relate to the high volatility of the operations carried out by organizations, the great diversity due to the high quality of human-made activities, and some of the difficulties faced by the organization. Strategic intelligence is one of the important tools and systems that contribute to the continuity of organizations' work with excellence and success in the long term. Its presence in organizations is very important and is considered one of the basics for the work of any successful organization (Macooby et al., 2011: 33).

### **B- Dimensions of strategic intelligence**

There are five dimensions to measure strategic intelligence (Sheri & et al., 2021: 139).

- 1) Foresight: It means the ability to understand the forces that shape the future, and to sense and anticipate new opportunities and threats that may redefine work. That is, it is an approach that evaluates the past and the present to make predictions of what will be in the future, or it should rely on the continuation of dynamic developments from the past to The future (Abuzaid, 2017:885), and (Sheri et al, 2021:139) believes it is the ability to recognize current and emerging trends that present opportunities or threats to the organization.
- 2) Future vision: It is the ability to design an ideal future state based on the forward-looking dimension and create a process of persuading others to implement it. Or it is the starting point for building the hierarchical structure of the organization's goals. The vision also represents a direction driven by emotion. The vision may or may not succeed, and this depends on the organization's strategy (Dess et al, 2019: 24). It is also known as a specific concept of a new and desired future reality that can Delivering it to all parts of the organization (O rourke 14: 2010).
- 3) Systems thinking is the ability to produce, synthesize and integrate elements instead of dividing them into parts, or it is the ability to synthesize and integrate various elements to understand how they interact with each other to reach the goals of the organization, so that



the parts are studied in terms of their relationship to the whole and evaluated in terms of their success in serving the goals system (Sheri et al,2021:139).

- 4) Motivation represents the internal forces that influence an individual's behavior and voluntarily direct him towards a specific goal (Mcshane & Glinow, 2007:91). Or it is the process of influencing behavior in terms of directing, sustaining, and strengthening goal orientation, which is a need or desire that does its job in activating behavior and directing it toward a specific goal. Motivation represents an effective tool in enhancing the organization's strategic goals, through its influence on individuals' orientations (Abuzaid, 2017: 885).
- 5) Partnership: The ability to develop strategic alliances with individuals, groups, and organizations (Sheri et al, 2021:139). Allowing managers and individuals to collaboratively shape their future within the organization and align their skills with its goals not only motivates them, but also enhances their ability to contribute meaningfully and add significant value to the organization. It is a win-win scenario (Al-Azzawi l & et al., 2012: 372)

## **2- Organizational renewal**

### **A- The concept of organizational renewal**

Innovation is simply the introduction of any novelty that creates value (Tidd, Bes-sant, & Pavitt, 2005). While creativity can mean successfully implementing a new idea in any part of an organization, much of the creativity literature has focused on viewing innovation as a technological process related to the development of new products. Therefore, we prefer the concept of capacity for organizational renewal, which emphasizes that the fundamental issue is the capacity to renew several organizational attributes, rather than the specific outcome that is achieved by activating this capacity. The ability to renew allows the production of many types of creativity, enabling continued resilience in the face of turbulent environments. The ability to innovate in a systemic context means the organization's ability to create and maintain different knowledge environments in line with the organization's strategic goal (Junell & Stahle, 2014: 12).

Organizational innovation is a comprehensive, company-wide approach to managing innovation. According to this perspective, creativity should be something that pervades the entire organization, and not an isolated effort limited to its research and development department (Bessant, 2003). As Samson & Lawson, 2001: 385 said, creativity permeates all aspects of the organization, from the core value system to the measures and behaviors that are evident on a daily basis (Lotz, & Moller, 2012).

Organizational renewal is the ability of the organization as a whole rather than the sum of the skills of its individuals, and the ability for organizational renewal is included in collective knowledge. Poyhonen (2004:1002) adds that capabilities renewal is a gradual and evolutionary process guided by investments and deliberate actions and supported by other company resources and capabilities such as leadership and organizational culture (Kusar 2010:10). Organizational renewal capabilities are multiple organizational capabilities to recreate and modify intangible assets from Through the mechanisms of continuous learning and innovation, as well as the ability of organizational renewal is the comprehensive ability of the organization that constantly renews itself through continuous learning. This is

---

essential in changing environments as well as organizations being able to adopt unexpected events and maintain themselves and operate in a stable environment in a state of continuous flow (Nisula (Kianto, 2014:99)

### **B- Dimensions of organizational renewal**

There are six dimensions to measure organizational renewal (Uimonen, 2015:30), (Nisula, & Kianto, 2014:100).

- 1) Strategic capability: linking the vision element, basic mission, identity, and general guidelines to the entire organization (Junell & Ståhle, 2014: 12).
- 2) Communication: Communication is knowledge processes that are essentially social and include cooperation, group relationships, interaction within the organization, relationships between organizations, knowing who, the team and organizational climate, emotion and inspiration (Kianto, 2008: 13). It represents the structure of communication and the quality of social relationships within and across organizational boundaries (Junell & Stahle, 2014: 12).
- 3) Time investment: It is the organization's ability to consciously exploit time as a competitive asset in order to produce new ideas and transform them into successful outcomes (Kianto, 2008:11). The use of time depends on skills acquired through self-analysis, planning, evaluation, and self-control (Chapman, 2008:2).
- 4) Leadership practices: There are two main dimensions of the leader's capabilities and enhancing the organization, which are continuous learning and creativity: These skills in managing and organizing creativity, processes, and skills in enhancing creativity and learning by building enabling conditions, are a response to the urgent nature of renewal (Junell & Stahle, 2011: 251). What characterizes leadership is the decision-making process and reward systems in the organization, in addition to the ability of leaders and supervisors to support innovative activities through their personal activities (Junell & Stahle, 2014: 12).
- 5) Orientation towards learning: Orientation towards learning represents the general attitudes of organization members, creativity and learning, and the extent to which these activities are supported and allowed by organizational structures and processes (Kianto, 2008: 13).
- 6) Knowledge management: Knowledge management is an integral part of the organization, and for those innovative organizations as well, it works in a proactive position and collects information from the environment. They represent the organization's systematic practices and tools for storing information and exchanging knowledge (Kianto, 2008: 14).

### **The practical framework for the research**

#### **1. Evaluate the conformity of the standards used in the research**

##### **a.Evaluating conformity of the strategic intelligence variable questions**

**We note, Table (2) and Figure (1), the external saturations and Cronbach's alpha coefficient for the the strategic intelligence variable, which consists five basic dimensions consists of (15) items, as model will be within the following indicators: -**

- In Table (2) we the composite reliability values (CR) for strategic intelligence variable, which are all within acceptable limits ranged between (0.884-0.795). It is a good

indicator and indicates stability the scale, as the showed high stability for the strategic intelligence variable.

- inTable (2) we see the value the Cronbach’s alpha coefficient the dimensions (foresight, partnership, systems think) has a coefficient greater than (0.70), while the dimensions (future vision, motivation) have a coefficient smaller (0.70), and this indicates that The validity and reliability coefficient of the measuring instrument has moderate degree of stability.
- It appears from the external saturation values of the questions for the strategic intelligence that they are to greater than the acceptable minimum limits of (0.70), as the external saturation values ranged between (0.611-0.911), which indicates that the data strategic intelligence characterized by stability and reliability and is Suitable for conducting subsequent statistical analyses, as all of them exceeded the significant values of saturation, which is a good indicator. It should be noted here that some of the questions had less than (0.70) ramifications, and because they were significant, when they were deleted, the researcher found that they did not affect the validity of the model, and based on this result, they were kept within the model.
- Table (2) shows average variance extracted (AVE) values the strategic intelligence , as it becomes clear that all of them are acceptable because all dimensions are greater than (0.50), as they all indicate convergent validity, which is good indicator.

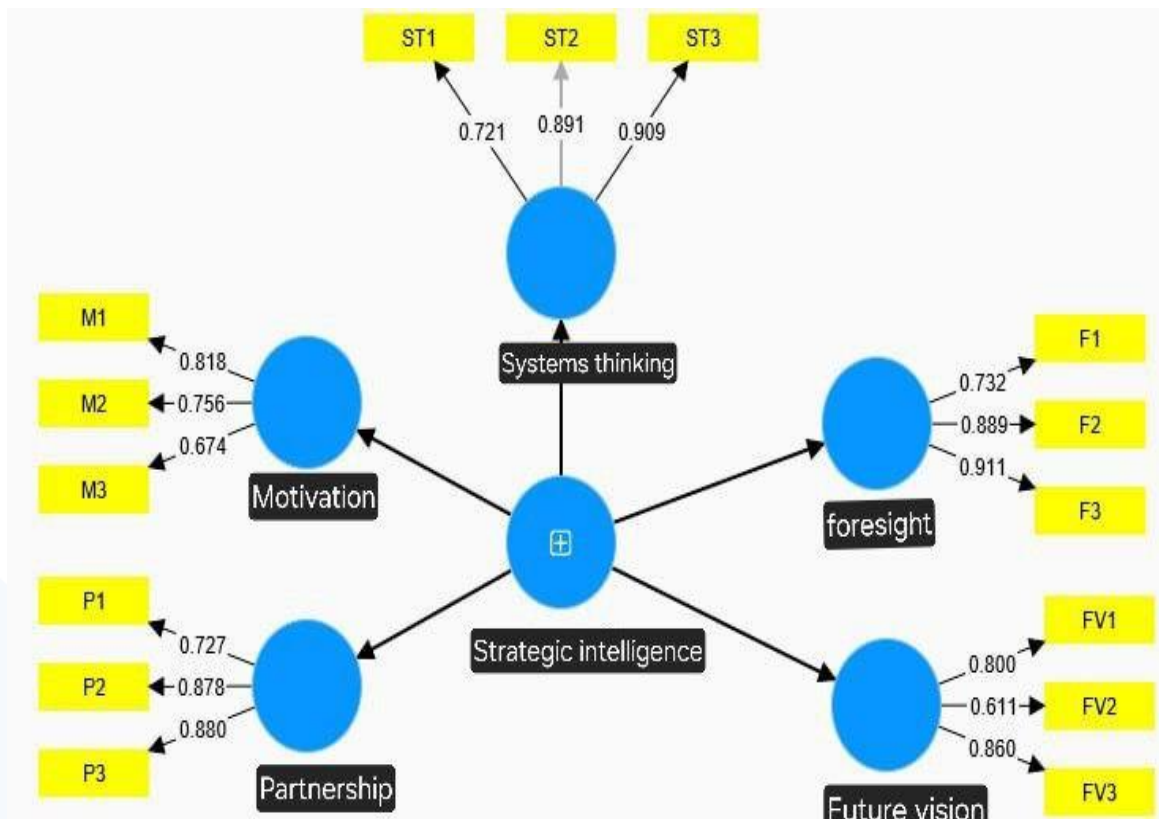


Figure (1) Measurement model for the variable of strategic intelligence

Source: Researcher preparation based on SmartPLS software



**Table (2) Statistical indicators of the strategic intelligence variable**

N	Dimensions	Paragraph	Ramifications	Cronbach alpha	Composite stability CR	AVE
1	Foresight (F)	Q1	0.732	<b>0.800</b>	<b>0.884</b>	<b>0.719</b>
		Q2	0.889			
		Q3	0.911			
2	Future vision (FV)	Q4	0.800	<b>0.672</b>	<b>0.805</b>	<b>0.584</b>
		Q5	0.611			
		Q6	0.860			
3	Systems thinking (ST)	Q7	0.721	<b>0.792</b>	<b>0.881</b>	<b>0.714</b>
		Q8	0.891			
		Q9	0.909			
4	Motivation (M)	Q10	0.818	<b>0.616</b>	<b>0.795</b>	<b>0.565</b>
		Q11	0.756			
		Q12	0.674			
5	Partnership (p)	Q13	0.727	<b>0.773</b>	<b>0.870</b>	<b>0.691</b>
		Q14	0.878			
		Q15	0.880			

Source: Researcher preparation based on SmartPLS software

- a. Evaluating the quality and conformity of the organizational renewal variable questions  
 We can Table (3) and Figure (2) the external saturations and the Cronbach coefficient for the questions of organizational renewal , which consists of six dimensions of (18) items, as the model will be tested within the following indicators: -
  - Table (3) shows the composite reliability (CR) values for organizational renewal , which are all within acceptable limits as ranged between (0.804-0.910), which is a good indicator, as results showed high for the research scale questions for the organizational renewal variable.
  - The results showed that the value of the Cronbach’s alpha coefficient ranged between (0.628-0.852), as it is clear that half of the dimensions are greater than (0.70). This indicates that the validity and reliability coefficient of the measurement tool has a moderate degree of acceptability and stability.
  - It appears through external saturation values of the scale questions for the organizational renewal variable, as their values ranged between (0.520 - 0.917), which indicates that the data for the organizational renewal variable are characterized by stability and reliability and appropriate for conducting statistical analyses, as they all exceeded the moral values of saturation, which is a good indicator, and it should be noted The point here is that some of the questions were less than (0.70) and because they were significant, and when they were deleted, the researcher found that they did not affect the validity of the model, and based on this result, they were kept in the model.
  - We also note the of the average variance extracted (AVE) for the organizational renewal variable, as it becomes clear that all of them are acceptable, as they ranged between (0.578-

0.773), which is greater than the value (0.50), as they all indicate the convergent validity of the dimensions, which is a good indicator.

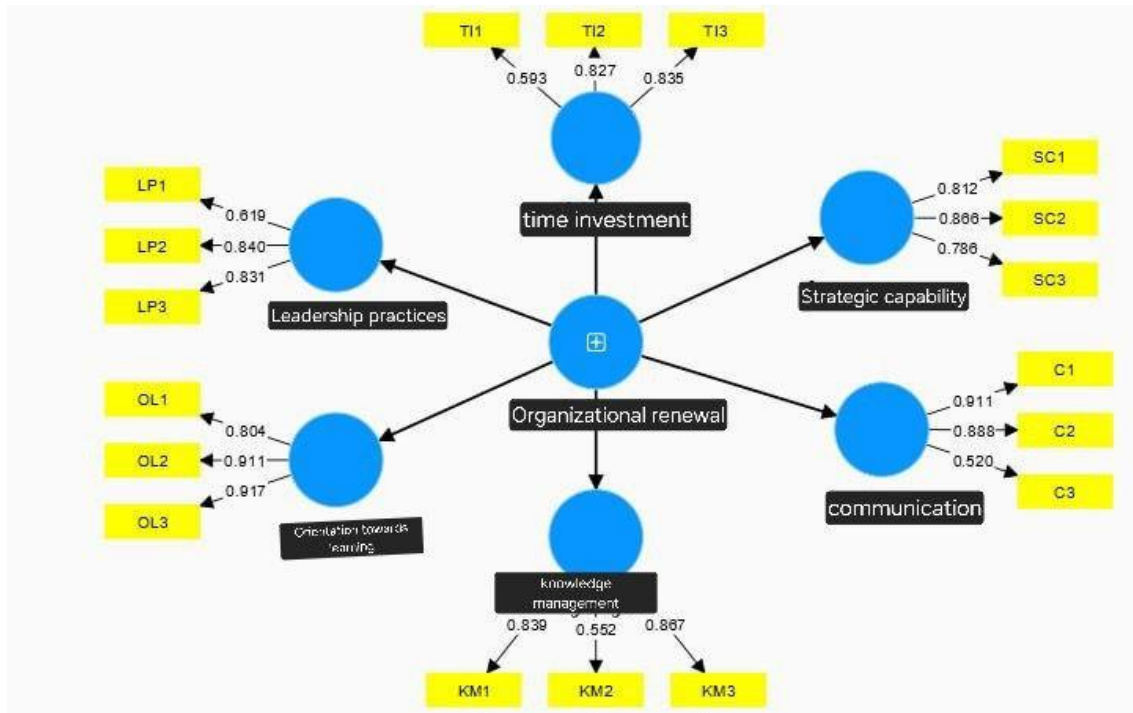


Figure (2) Measurement Model for the Organizational Renewal Variable

Source: Researcher preparation based on SmartPLS software

Table (3) Statistical Indicators of the Organizational Renewal Variable

N	Dimensions	Paragraph	Ramifications	Cronbach alpha	Composite stability CR	AVE
1	Strategic Capability (SC)	Q16	0.818	0.761	0.862	0.675
		Q17	0.866			
		Q18	0.786			
2	Communication C	Q25	0.911	0.698	0.828	0.629
		Q26	0.888			
		Q27	0.520			
3	Time Investment TI	Q19	0.593	0.628	0.801	0.578
		Q20	0.827			
		Q21	0.835			
4	Leadership Practices LP	Q22	0.619	0.652	0.811	0.593
		Q23	0.840			
		Q24	0.831			
5	Orientation towards learning(OL)	Q28	0.804	0.851	0.910	0.773
		Q29	0.911			
		Q30	0.917			
6	Knowledge Management KM	Q31	0.839	0.702	0.804	0.587
		Q32	0.552			
		Q33	0.867			

Source: Researcher preparation based on SmartPLS software

**2. Analysis Descriptive**

This research attempts to describe and diagnose the views of research sample about the variables have been adopted, as well as present the data shown by the questionnaire form and analyze the responses of the sample regarding the independent strategic intelligence and its dimensions (foresight x1, future vision x2, systems think x3, motivation x4, partnership x5), and the dependent variable is organizational renewal and its dimensions (strategic ability Y1, communication Y2, time investment Y3, leadership practices Y4, orientation towards learning Y5, knowledge management Y6). The tables of frequency distributions of the research variables were prepared and approved for the purposes of the statistical analysis process to obtain the weighted arithmetic means, standard deviations, and percentage weights to know the severity of the answer achieved from the point of view of the sample members, and the hypothetical arithmetic mean of (3) was relied on as an average measuring and evaluation tool for the degree obtained related to the responses of the sample members.

• Description and diagnosis of the independent variable Strategic Intelligence X

We see through Table (3) the descriptive statistics of the independent research variable (strategic intelligence), noting that the hypothetical arithmetic mean of the scale of (3) was relied on mainly to know the extent to which the research sample perceives the research variables. The strategic intelligence variable achieved a weighted arithmetic mean of (3.911). The value of the arithmetic mean is higher than Hypothetical mean which means actual terms the strength of the availability of strategic intelligence dimensions in the organizations of research community, and what supports this is that the standard deviation reached (1.08), which is a small value that indicates the convergence of the research sample's answers regarding strategic leadership. The severity of the response was (78.2%).

Table (4) also shows the ranking of the dimensions of strategic leadership based on the relative importance, after motivation X4 ranked first in terms of relative importance, reaching (81.3%) and followed by the second place after the foresight X1, as the relative importance reached (79.7%) After the X5 partnership, it ranked third with a relative importance of (79.4%) and came after it in fourth place after the formation of systems X3, as it reached relative importance (79.0%), while after the future vision X2, it ranked fifth and last with relative importance of ( 71.8%).

**Table (3) Description, diagnosis and ranking of the importance of strategic intelligence**

Dimensions	Weighted arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Ranking
Foresight (x1)	<b>3.984</b>	<b>1.04</b>	<b>0.26</b>	<b>79.7%</b>	Second
Future vision (x2)	<b>3.592</b>	<b>1.11</b>	<b>0.31</b>	<b>71.8%</b>	Fifth
Systems configuration(X3)	<b>3.949</b>	<b>1.07</b>	<b>0.27</b>	<b>79.0%</b>	Fourth
Motivation (x4)	<b>4.063</b>	<b>1.06</b>	<b>0.26</b>	<b>81.3%</b>	First
Partnership (X5)	<b>3.969</b>	<b>1.06</b>	<b>0.27</b>	<b>79.4%</b>	Third
Strategic intelligence	<b>3.911</b>	<b>1.08</b>	<b>0.28</b>	<b>78.2%</b>	

Source: Researcher preparation based on Excel

**• Describe and diagnose the dependent variable (organizational renewal Y)**

Through Table (5) we see that the descriptive statistics for the adopted study variable (organizational renewal), noting that the hypothetical arithmetic mean of the scale (3) was relied upon as a basis for determining the extent of the research sample’s awareness of the research variables. The organizational renewal achieved a weighted arithmetic mean of (3.776). The value of the arithmetic mean is higher than the hypothesized mean, which means in actual terms the strength of the availability of the dimensions of organizational renewal in the organizations in the research community. What supports this is that the standard deviation reached (1.12), which is small value. It indicates the convergence of the research sample’s answers regarding the aforementioned variable, and the response intensity reached (75.5%).

Table (5) shows ranking of the dimensions of organizational renewal based on relative importance. Leadership practices ranked first in terms of relative importance, reaching (76.9%), and it came in second place after investing time, reaching relative importance (76.7%). Learning ranked third in terms of relative importance, reaching (76.5%). Communication came in fourth place, with relative importance reaching (75.5%). Strategic ability ranked fifth in terms of relative importance, reaching (74.4%), and knowledge came in the rank after knowledge management. Sixth and last, with relative importance amounting to (73.0%).

**Table (5) Description, diagnosis and ranking of the importance of organizational renewal**

Dimensions	Weighted arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Ranking
Strategic capability Y 1	3.722	1.17	0.31	74.4%	Fifth
Communication Y 2	3.776	1.14	0.30	75.5%	Fourth
Time Investment Y 3	3.835	1.16	0.30	76.7%	Second
Leadership Practices y 4	3.847	1.16	0.30	76.9%	First
Orientation towards learning Y 5	3.827	1.12	0.29	76.5%	Third
Knowledge Management Y 6	3.651	1.12	0.31	73.0%	Sixth
Organizational Renewal	3.776	1.14	0.30	75.5%	

Source: Researcher preparation based on Excel

**3. Hypothesis testing:-**

The main hypothesis: (There is no significant effect of the dimensions of strategic intelligence in supporting organizational renewal).

Table (6) below shows the test of the first sub-hypothesis through multiple regression analysis using the backward elimination method between strategic intelligence and organizational renewal.

**Table (6) Analysis of the impact between strategic intelligence and organizational renewal**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.272	.220		1.236	.220
	X1	.404	.292	.496	1.384	.170
	X2	.100	.038	.120	2.618	.011
	X3	.482	.050	.649	9.682	.000
	X4	.182	.044	.203	4.188	.000
	X5	-.259	.285	-.318	-.910	.366
2	(Constant)	.254	.219		1.160	.250
	X1	.143	.054	.175	2.660	.009
	X2	.103	.038	.124	2.722	.008
	X3	.485	.050	.655	9.806	.000
	X4	.183	.043	.204	4.214	.000

a. Dependent Variable: Y

Source: Prepared by the researcher based on the results of the electronic calculator

It is evident from the above table that:

(First) The first model includes all indicators of the independent variable (strategic intelligence), and it turns out that there are three significant dimensions (future vision, systems thinking, and motivation), while the dimensions of foresight and partnership are not significant at the level of (5%) with the indicator of the dependent variable.

(Second) The second model included deleting the partnership indicator from the model due to its lack of significance (because it is the most non-significant indicator in the first model), and the model was reconstructed, which showed a significant regression coefficient for the variables (foresight, future vision, systems thinking, motivation) at a significant level ( 5%) through Sig value. The last indicator of strategic intelligence, which is partnership, was not significant, which showed the following model:

- The regression coefficient of the foresight index with organizational renewal was (143.0). This means that there is a positive effect between the two indicators, meaning that if the foresight ratio increases by one unit, the organizational renewal ratio will increase by (143.0). Note that this effect was significant at the level of (5%) through the value of Sig. In addition, the value of (t) calculated for the regression coefficient was (2.660), which is a significant value at the mentioned level.
- The regression coefficient of the future vision index with organizational renewal was (0.103). This means that there is a positive effect between the two indicators, meaning that if the future vision ratio increases by one unit, the organizational renewal ratio will increase by (0.103). Note that this effect was significant at the level of (5%) through the value of Sig. Likewise, the value of (t) calculated for the regression coefficient was (2.722), which is a significant value at the mentioned level.
- The regression coefficient for the systems thinking index with organizational renewal was (485.0). This means that there is a positive effect between the two indicators, meaning that if the proportion of systems thinking is increased by one unit, the proportion of



organizational renewal will increase by (485.0). Note that this effect was significant at the level of (5%) through the value of Sig. In addition, the value of (t) calculated for the regression coefficient was (9.806), which is a significant value at the mentioned level.

- The regression coefficient of the motivation index with organizational renewal was (0.183). This means that there is a positive effect between the two indicators, meaning that if the motivation rate increases by one unit, the organizational renewal rate will increase by (0.183). Note that this effect was significant at the level of (5%) through the value of Sig. Likewise, the value of (t) calculated for the regression coefficient was (4.214), which is a significant value at the mentioned level.

Table (7) shows that the value of the coefficient of determination ( $R^2$ ) for the second model was 840.0. This means that the two indicators explain 84% of the changes that occur in regulatory renewal, while the remaining percentage is due to factors other than those included in the model, in addition to The model was significant at a significant level (5%), in addition to the value of (F) calculated for the model equation was (104.625), which is a significant value at the mentioned level.

**Table (7) Estimates of the model of the impact of strategic intelligence in supporting organizational renewal**

Independent variable	Dependent variable	Effect value B	Calculated t value	Moral level	$R^2$	F
Strategic Intelligence	Organizational Renewal	<b>0.254</b>	<b>1.160</b>	<b>0.000</b>	<b>0.840</b>	<b>104.625</b>

Source: Researcher preparation based on SmartPLS software

From the above analysis, the researcher infers to reject the null hypothesis ( $H_0$ ) and accept the existence hypothesis ( $H_1$ ), meaning that there is a significant effect of the dimensions of strategic intelligence in supporting organizational renewal.

## Conclusions and recommendations

### 1. Conclusions

A- There is a relationship between the elements of strategic intelligence (foresight, systems thinking, future vision, motivation, and partnership) and organizational renewal.

B - The organization works to predict the future through information, knowledge, and continuous analysis of opportunities and threats to the external environment.

C - Organizational renewal is an organized process whose purpose is to direct the work of organizations towards identifying current opportunities and the possibility of exploiting them in the future by focusing on creating and adopting new ideas and keeping pace with the changing environment.

D - The results show that the capacity for organizational renewal is an increasingly important capacity for public organizations, as there were clear signs of change in the attitudes of the organization's members towards a more dynamic organizational culture. Through the need for renewal and innovation, but how to start increasing innovation and continuous learning throughout the organization was not yet clear.

F - There is still a weakness in understanding the challenges inherent in dynamic change, that is, the necessity of adopting continuous innovation through learning and innovation.

G - The more organizations are aware of their organizational capabilities, along with their strengths and weaknesses and their development needs with regard to continuous learning and innovation, the better they will be able to focus their efforts on the issues that are most important for success in changing environments.

## **2. Recommendations**

- A. The need to intensify training courses for administrative and academic leaders on the concepts of strategic intelligence and its importance in decision-making.
- B. Enhancing strategic intelligence behavior among managers, department heads, and working individuals because of its importance in the process of organizational renewal.
- C. It is necessary for organizations to work to create an organizational culture that encourages ideas related to organizational renewal in order to confront ongoing environmental changes.
- D. The need for organizations to establish alliances with other organizations working in the same sector to benefit from the resources and capabilities they have in facing various changes.

## **References**

1. Abuzaid, A.N. (2017), "Exploring the impact of strategic intelligence on entrepreneurial orientation: a practical study on the Jordanian diversified financial services companies", *International Management Review*, Vol. 13 No. 1, pp. 72-84.
2. Al-Azzawi, Raad Zaid Alwan, Iman Hussein Dawood Al-Sharea, and Zena Fadhil Sabri. (2021) : "Strategic intelligence and its role in tax success applied research in the general authority for taxation." *Academy of Strategic Management Journal* 20 ,1-11.
3. Al-Azzawi, Raad Zaid Alwan, Iman Hussein Dawood Al-Sharea, and Zena Fadhil Sabri. (2021) : "Strategic intelligence and its role in tax success applied research in the general authority for taxation." *Academy of Strategic Management Journal* 20 ,1-11.
4. Bessant, J. (2003). *High-involvement of innovation. Building and sustaining competitive advantage through continuous change*. UK: John Wiley & Sons.
5. Bruzzone , A. G., Massei, M., & Frosolini, M. (2022) : *Redesign of Supply Chain in Fashion Industry based on Strategic Engineering*. *Procedia Computer Science*, 200, 1913-1918
6. Chapman Michael Rupured, Sue W,(2008), "10 strategies for better time management", *The University of Georgia and Ft. Valley State University, the U.S. Department of Agriculture and counties of the state cooperating. Cooperative Extension*

7. Dess , Gregory G., Mcnamara , Gerry, Eisner, Alan B., Lee, Seung-Hyun (Sean) , (2019 ) : Strategic Management text & cases, Ninth Edition, McGraw-Hill Education .
8. Junell, J., & Stahle, P., (2011)," Measuring organizational renewal capability", Case training service business. Competitiveness Review: An International Business Journal, 21(3), PP: 247-268.
9. Junell, J., & Stahle, P., (2014)," Measuring organizational renewal capability", Case training service business. Competitiveness Review: An International Business Journal, 21(3), PP: 247-268.
10. Kianto,Aino,(2008), "key enablers of organizational renewal", expertise in technology and economies, school of business Lappeenranta university of technology.
11. Kusar, Mika Tatum,(2010)," The Development And Renewal Of Strategic Capabilities", Thesis For The Degree of Doctor of Philosophy In the Robinson College of Business Of Georgia State University.
12. Lawson, B., & Samson, D. (2001). Developing innovation capability in organizations: A dynamic capabili-ties approach. International Journal of Innovation Management, 5(3), 377-400.
13. Lotz , Hoyrup, S., Bonnafous-Bouche, & Moller, K. (Eds), (2012). Employee-driven innovation: A new approach. Palgrave Macmillan.
14. Maccoby, Michael (2011) : "Strategic Intelligence a Conceptual System of Leadership For change", International Society for Performance Improvement, Vol50, No3.p.5., 2011
15. Mcshane,L., & Glinow,V, ( 2007 ) : " Organizational Behavior" McGraw-Hill companies.Inc .
16. Nisula, Kianto,(2014),"Assessing and developing organizational renewal capability in the public sector", Int. J. Knowledge-Based Development, Vol. 5, No. 1.
17. ORourke , James, ( 2010 ) : "Management communication" 4th ed , Prentice Hall , New York
18. Poyhonen, A. (2004). Organizational capability for renewal: Modeling and measuring organizational renewal capability. Dissertation. Acta University Lappeenrantaensis 200. Lappeenranta University of Technology.
19. Robinson, D. K., Schoen, A., Larédo, P., Gallart, J. M., Warnke, P., Kuhlmann, S., & Ordóñez-Matamoros, G. (2021) : Policy lensing of future-oriented strategic intelligence: An experiment connecting foresight with decision making contexts. Technological Forecasting and Social Change, 169, 120803.
20. Santa Soriano, A., & Valdés, R. M. T. (2021) : Engaging universe 4.0: The case for forming a public relations-strategic intelligence hybrid. Public Relations Review, 47(2), 102035.
21. Sheri, Araz Majeed Albarwari, Nazar Raheed Nori, and Sandeep Kumar Gupta. ( 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 10.2 ,137-155.

22. Tidd, J., Bessant, J., & Pavitt, K. (2005). *Managing innovation. Integrating technological, market and organizational change* (3rd ed.). UK: John Wiley & Sons.
23. Uimonen, Anna,(2015), "The role of customer perspective in organizational renewal. A comparative case study of knowledgeintensive business services", Master's, thesis Lappeenranta University of Technology School of Business Knowledge Management.