

## Aspects of Strategic Intelligence and its Role in Achieving Organizational Agility: An Empirical Investigation

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### Abstract

The study aimed to identify the strategic intelligence dimensions (Visioning, Foresight, Partnership, Intuition, and Creativity) on achieving organizational agility in the Mining and Extraction Industries sector in Jordan.

A study tool has been developed (a questionnaire) for the purposes of collecting the primary data from the study population which consisted of (15) companies, with a total number of employees amounting to (8377) a total of (337) has been chosen as a simple random representative sample of employees.

The study reached a number of results, including the following: All the strategic intelligence dimensions had an impact in achieving organizational agility, but the influence was more on dimensional creativity.

In light of the results that have been reached, the researcher recommended a set of recommendations, most notably the following: Managers need to better understand how to evaluate, identify organizational agility.

**Keywords:** Strategic Intelligence, Organizational Agility, Industries, Jordan.

### Introduction

Today's business organizations are facing different activities and areas of work environment characterized by turbulence and rapid change in addition to increased competition, due to the presence of many of the surrounding environmental changes in the various political, economic and social fields, as well as a result of the rapid and massive developments that have occurred in recent decades that accompanied the information and communication revolution.

In this context, it is incumbent on the business organizations that the evolution of thinking and adopting modern concepts are guaranteeing them the chances of survival, growth and development and enhance the levels of organizational performance, and perhaps the most prominent of these concepts those linked to the philosophy of strategic intelligence as

crossing the entrance to deal with the expected strategic change and responding to situations to survive. There is no longer a place for the success of the traditional response to this rapid environmental change, which can be called upon the organizational philosophy of lightness movement it philosophy that deal with management opportunities in organizations.

On the grounds that the future success of the organization shall improve its performance, organizations mainly depend on the adoption of the leaders of these organizations. The administrative concepts of modern - including agility organizational - and institutionalize them as a philosophy and approach within their organizations to benefit from the advantages offered to improve organizational performance, this study was to clarify the impact of strategic intelligence dimensions on the organizational agility.

### **Theoretical framework**

#### *Strategic intelligence*

Academic researchers began to realize the importance of strategic intelligence, and the need for organizations to dialogue needs this type of intelligence (in spite of its applications limited), and sought to embody the perspectives through their definitions can be classified into multiple entrances.

Despite the differing definition trends the first and second directions owners agree on the essential role of "information" in the formation of the concept of strategic intelligence, and to support decision-making processes and the formulation of policies and plans, and to predict changes to the environment and the movement of the competitors and adapt them through it, though the standpoint of the owners of third trend availability of support Two-way for the two, because the leader who enjoys the elements of strategic intelligence enhanced capabilities in information collection and analysis and using them in decisions, policies and plans for industry. Freedman (2001) introduced the concept of strategic intelligence as the degree of the depth and breadth of information in the approved building strategic decisions.

And defined by Brouard (2002) it is an informative process through which the organization listens to its environment, to decide and take the actions required activities determined in its efforts to achieve its objectives. But Johansson (2000) considered strategic intelligence function specializes in analyzing competitors or understanding of the current and future objectives and strategies, and they believe the assumptions about themselves and the industry, and understand their abilities and highlight their constituents.

Maccoby (2004) point of view indicates that intelligent nature of the organization's leaders elements are (Prospective, systems thinking, the future vision, partnership, and the ability to motivate employees).

From all of the above it is clear that the strategic intelligence is most important at the level of meanings (countries, organizations, and individuals), as different organizational objectives depends to reach them from one organization to another .., this and other draw attention to the importance of studying the relations between intelligence respondent many variables and the application of scientific research methodology and statistical processors that provide accurate results from those relationships.

### **Organizational Agility**

The concept of organizational agility surfaced in the last decade of the twentieth century and with the early part of this century, the focus of many of the specialists and researchers (Remko et al., 2001), and since the emergence of the concept in 1991, the buzzword has become in the world of competition today (Verma & Ameya, 2008).

Despite the modern concept of organizational agility however, we find that there are several attempts by researchers to develop a comprehensive definition that includes all aspects of the important dimensions of this concept, as indicated (Verma & Ameya 2008) that each of the (Goldman & Nagel, Dove & Preiss ) knew organizational agility as a comprehensive response to environmental challenges to utilize them in the face of rapid changes in the global markets through high-quality, high performance and meet the needs of customers of products / services. Park (2011) defined this term as a manufacturing system with the capabilities of the physical technologies and non-material and human resources, and management of intellectual and information to meet the rapidly changing needs of the market, (Speed, flexibility, customers, competitors suppliers, infrastructure, and the response) It is a system that moves quickly between products or models of production lines, ideally in real time and respond to the request of customers.

Mehrabi et al. (2013) noted the organizational agility is quick and easy movement of the organization in a systematic manner and thoughtful manner towards achieving the objectives planned.

In order to illustrate the difference between agility and flexibility (Vinodha et al.2010) explained that the organizational agility is a comprehensive response to the challenges of the business process by which benefit from the processes of change accelerated, segmentation these challenges constantly to reach high levels of performance through which organizations goods and services of high quality and able to meet an increasing variety of customer expectations without excessive costs (misplaced) either at the time or organizational faults or performance losses. While some view the concept of organizational agility in the context of its importance for reasons of difficult plaguing make the change in operations in accordance with the traditional entrance, as the administration and management change process takes place in that one, and then becomes the change as a battle waged against the existing operations and administrative regulations in place, so it appeared agility Control starting as a regular orientation change when that change is required and necessary, so it can be considered as an orientation to the organization continuously pursued to maximize the success cases (Fartash & Davoudi, 2012).

### **Problem Statement**

For the sake of accuracy in finding solutions to the problem of the study, is the formulation of the problem in the questions, that the aim of the research is based on the formulation of questions, more than finding the right have the answers, and determined these questions in:

1. What is the importance of directing the strategic intelligence to support organizational agility?
2. What is the organizational agility achieved levels in the companies?
3. Is there an impact of strategic intelligence in organizational agility?

### **Objectives of the Study**

Guided study aspects of the problem, you can determine the objectives of the study as follows:

1. Diagnosis of the reality of applying organizational agility from the perspective of the respondents in the IT companies in Jordan.
2. Identify the impact of strategic intelligence dimensions on the achieving organizational agility.
3. Provide practical suggestions and recommendations that help business organizations to take advantage of contemporary concepts and ideas.

### Suggested Study Model

Based on the problem and the objectives of the study, it has been proposed model represents variables of the study and shown in Figure (1), where the two main variables include, the first independent variable, a strategic intelligence, and second, the dependent variable, includes organizational agility.

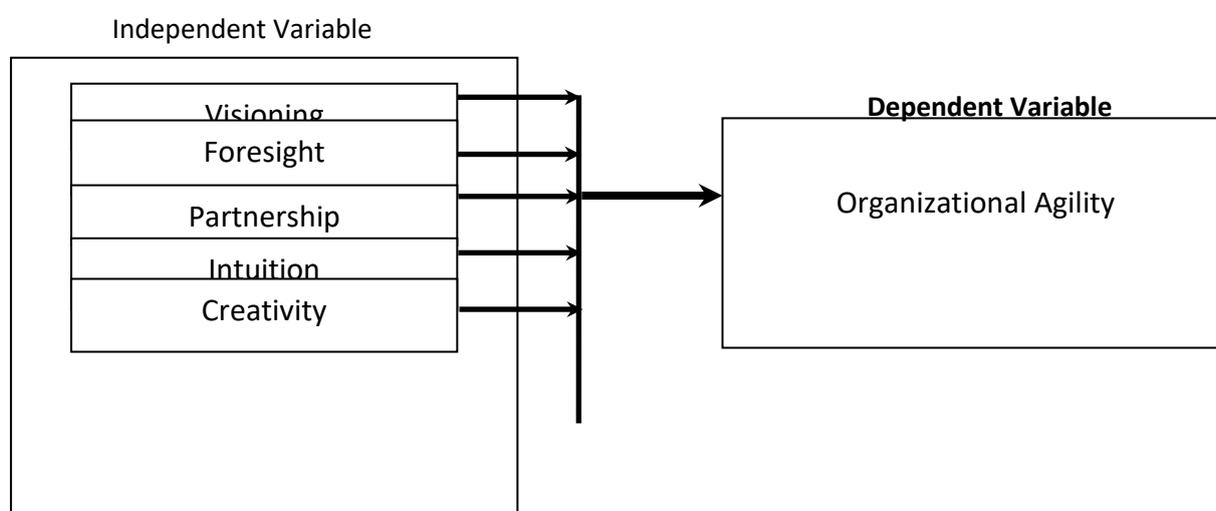


Figure (1): Suggested Model

### Hypotheses of the study

#### Main hypothesis

Ho: There is no significant impact at ( $\alpha \leq 0.05$ ) of the level of strategic intelligence dimensions (Visioning, Foresight, Partnership, Intuition, Creativity) on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Based on strategic intelligence dimensions, it stems from the first main hypotheses the following subsidiary hypotheses:

Ho1-1: Ho: There is no significant impact at ( $\alpha \leq 0.05$ ) of the level of visioning on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Ho1-2: Ho: There is no significant impact at ( $\alpha \leq 0.05$ ) of the level of foresight on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Ho1-3: Ho: There is no significant impact at ( $\alpha \leq 0.05$ ) of the level of partnership on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Ho1-4: Ho: There is no significant impact at ( $\alpha \leq 0.05$ ) of the level of Intuition on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Ho1-5: Ho: There is no significant impact at ( $\alpha \leq 0.05$ ) of the level of creativity on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

## Study Methodology

### Population and Sample

Was chosen Mining and Extraction Industries sector as a population for the study of the importance of this sector and its contribution to the gross national product and being one of the most sectors contribution to exports, and the number of companies in this sector (15) company, and the total number of employees (8377), where it was limited to these numbers from by reference to the human resources management in the extractive and mining industrial companies.

The survey questionnaire was distributed randomly to (367) employees, where (343) responses were received, (6) questionnaires excluded because they are invalid for analysis, representing a response rate of (91.8%). All received responses were considered statistically usable.

### Data collection methods

Secondary sources: through the use of scientific references and books and research studies published in specialized journals, as well as articles and papers published on the World Wide Web (Internet).

Primary Sources: The data collected during the study tool (questionnaire) that have been developed and arbitration and distributed to the study sample, and then were analyzed and processing of data contained therein.

### Validity and reliability

#### Validity

Through the presentation of the questionnaire on the number of specialist's academics at universities, followed by making some adjustments and re-drafted according to the observations and recommendations.

#### Reliability

It has been confirmed over the reliability of study instrument used to measure the variables included in the questionnaire by calculating the coefficient Cronbach Alpha for internal consistency, where the result is acceptable statistically If the value is greater than the (0.60) (Sekran & Bougie, 2010), and the data in table (1) Cronbach's alpha coefficient values.

Table (1):  
Cronbach`s Alpha coefficient values

Variable	Cronbach Alpha
strategic intelligence	0.84
Visioning	.076
Foresight	0.74
Partnership	0.83
Intuition	0.89
Creativity	0.83
Organizational Agility	0.85

### Results and Discussions

From table (2) the impact of strategic intelligence (visioning) in organizational agility, if the results of statistical analysis showed the presence of a statistically significant effect, since the

value of the correlation coefficient ( $R=0.494$ ). This indicates the presence of a positive correlation between strategic intelligence (visioning) and organizational agility.

The coefficient of determination ( $R^2$ ) value amounted to (0.245), meaning that strategic intelligence (visioning) has been interpreted the amount (24.5%) of the discrepancy in the organizational agility.

As the value of the degree of influence ( $\beta = 0.494$ ), and this means that an increase by one unit in the level of strategic intelligence (visioning) leads to an increased level of organizational agility worth (49.4%). And confirms the significant value of this effect (F) calculated, which amounted to (112.678), which is statistically significant at the level of ( $\alpha \leq 0.05$ ) totaled (T) calculated (10.614), which function at the level. ( $\alpha \leq 0.05$ ).

Based on the above, it is rejected the null hypothesis and accept the alternative hypothesis, which states: There is significant impact at ( $\alpha \leq 0.05$ ) of the level of visioning on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Table 2.

Regression results – adopting of strategic intelligence (Visioning)

dependent Variable	Beta	t-value	Sig.
Organizational Agility	0.494	10.614	0.000

$R = 0.494$   $R^2 = 0.245$  Adjusted  $R^2 = 0.241$   $F = 112.678$

Show table (3) the impact of strategic intelligence (Foresight) in organizational agility, if the results of statistical analysis showed the presence of a statistically significant effect, since the value of the correlation coefficient ( $R=0.543$ ). This indicates the presence of a positive correlation between strategic intelligence (Foresight) and organizational agility.

The coefficient of determination ( $R^2$ ) value amounted to (0.295), meaning that strategic intelligence (Foresight) has been interpreted the amount (29.5%) of the discrepancy in the organizational agility.

As the value of the degree of influence ( $\beta = 0.543$ ), and this means that an increase by one unit in the level of strategic intelligence (Foresight) leads to an increased level of organizational agility worth (54.3%). And confirms the significant value of this effect (F) calculated, which amounted to (69.847), which is statistically significant at the level of ( $\alpha \leq 0.05$ ) totaled (T) calculated (8.357), which function at the level. ( $\alpha \leq 0.05$ ).

Based on the above, it is rejected the null hypothesis and accept the alternative hypothesis, which states: There is significant impact at ( $\alpha \leq 0.05$ ) of the level of foresight on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Table 3.

Regression results – adopting of strategic intelligence (Foresight)

dependent Variable	Beta	t-value	Sig.
Organizational Agility	0.543	8.357	0.000

$R = 0.543$   $R^2 = 0.295$  Adjusted  $R^2 = 0.291$   $F = 69.847$

From table (4) the impact of strategic intelligence (Partnership) in organizational agility, if the results of statistical analysis showed the presence of a statistically significant effect, since the value of the correlation coefficient ( $R=0.566$ ). This indicates the presence of a positive correlation between strategic intelligence (Partnership) and organizational agility.

The coefficient of determination ( $R^2$ ) value amounted to (0.320), meaning that strategic intelligence (Partnership) has been interpreted the amount (32%) of the discrepancy in the organizational agility.

As the value of the degree of influence ( $\beta = 0.566$ ), and this means that an increase by one unit in the level of strategic intelligence (Partnership) leads to an increased level of organizational agility worth (56.6%). And confirms the significant value of this effect (F) calculated, which amounted to (164.834), which is statistically significant at the level of ( $\alpha \leq 0.05$ ) totaled (T) calculated (12.838), which function at the level. ( $\alpha \leq 0.05$ ).

Based on the above, it is rejected the null hypothesis and accept the alternative hypothesis, which states: There is significant impact at ( $\alpha \leq 0.05$ ) of the level of partnership on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Table 4.

Regression results – adopting of strategic intelligence (Partnership)

dependent Variable	Beta	t-value	Sig.
Organizational Agility	0.566	12.838	0.000

$R = 0.566$   $R^2 = 0.320$  Adjusted  $R^2 = 0.318$   $F = 164.834$

From table (5) the impact of strategic intelligence (Intuition) in organizational agility, if the results of statistical analysis showed the presence of a statistically significant effect, since the value of the correlation coefficient ( $R=0.628$ ). This indicates the presence of a positive correlation between strategic intelligence (Intuition) and organizational agility.

The coefficient of determination ( $R^2$ ) value amounted to (0.395), meaning that strategic intelligence (Intuition) has been interpreted the amount (39.5%) of the discrepancy in the organizational agility.

As the value of the degree of influence ( $\beta = 0.628$ ), and this means that an increase by one unit in the level of strategic intelligence (Intuition) leads to an increased level of organizational agility worth (62.8%). And confirms the significant value of this effect (F) calculated, which amounted to (227.913), which is statistically significant at the level of ( $\alpha \leq 0.05$ ) totaled (T) calculated (15.096), which function at the level. ( $\alpha \leq 0.05$ ).

Based on the above, it is rejected the null hypothesis and accept the alternative hypothesis, which states: There is significant impact at ( $\alpha \leq 0.05$ ) of the level of intuition on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Table 5.

Regression results – adopting of strategic intelligence (Intuition)

dependent Variable	Beta	t-value	Sig.
Organizational Agility	0.628	15.096	

$R = 0.628$   $R^2 = 0.395$  Adjusted  $R^2 = 0.393$   $F = 227.913$

Show table (6) the impact of strategic intelligence (Creativity) in organizational agility, if the results of statistical analysis showed the presence of a statistically significant effect, since the value of the correlation coefficient ( $R=0.624$ ). This indicates the presence of a positive correlation between strategic intelligence (Creativity) and organizational agility.

The coefficient of determination ( $R^2$ ) value amounted to (0.390), meaning that strategic intelligence (Creativity) has been interpreted the amount (39%) of the discrepancy in the organizational agility.

As the value of the degree of influence ( $\beta = 0.624$ ), and this means that an increase by one unit in the level of strategic intelligence (Creativity) leads to an increased level of organizational agility worth (62.4%). And confirms the significant value of this effect (F) calculated, which amounted to (223.569), which is statistically significant at the level of ( $\alpha \leq 0.05$ ) totaled (T) calculated (14.951), which function at the level. ( $\alpha \leq 0.05$ ).

Based on the above, it is rejected the null hypothesis and accept the alternative hypothesis, which states: There is significant impact at ( $\alpha \leq 0.05$ ) of the level of creativity on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

Table 6.

Regression results – adopting of strategic intelligence (Creativity)

dependent Variable	Beta	t-value	Sig.
Organizational Agility	0.624	14.951	0.000

R= 0.624    R<sup>2</sup>= 0.390    Adjusted R<sup>2</sup>= 0.388    F= 223.569

### Conclusion and Recommendations

The study aimed to examine the impact of strategic intelligence (Visioning, Foresight, Partnership, Intuition, and Creativity) on achieving organizational agility in the Mining and Extraction Industries sector of Jordan.

The study addressed empirical evidence that have not been addressed before in the literature, more especially in Mining and Extraction Industries sector. Accordingly all the proposed hypotheses were verified accept.

The study presented that there was an all dimensions of the strategic intelligence have the effect of achieving organizational agility.

The results showed that the strongest correlation was between strategic intelligence (creativity) and organizational agility, where the correlation value (R=0.624).

It can be seen from the results that managers at the Mining and Extraction Industries sector of Jordan are aware of strategic intelligence the importance of as a tool to improve organizational agility in order to gain more success and superior competitive position in the local and global market.

Based on the results of the analysis, the study provided a set of recommendations that might be useful for managers and help organizations to improve their organizational agility. Managers need to better understand how to evaluate, identify organizational agility, it recommends companies to identify people who are characterized by strategic intelligence and put them in locations that have an impact on organizational agility.

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