

THE IMPACT OF STRATEGIC INTELLIGENCE ON ORGANIZATIONAL PERFORMANCE: A TEXTILE SECTOR PERSPECTIVE OF A DEVELOPING ECONOMY

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ABSTRACT: In today’s competitive environment, organizational efficiency and sustained growth are crucial for survival. The performance of an organization is intricately connected to strategic planning, prompting firms to gather and leverage competitive information for a competitive advantage. Senior managers, recognizing this, initiate actions accordingly. This study aims to investigate the relationship between foresight, vision, strategic partnerships, motivation, system thinking, and organizational performance. Data, gathered through a self-administered questionnaire from various textile units, were analysed using structural equation modelling (SEM). The findings indicate that sub-constructs of strategic intelligence positively impact organizational performance, offering valuable insights for strategists in the textile industry to enhance overall organizational effectiveness.

Keywords: Strategic Intelligence; Foresight, Vision; Strategic Partnership; Motivation; System Thinking; Organizational Performance

1. Introduction

In the contemporary landscape, organizations are confronted with heightened competition as they strive to attain their strategic objectives. The business environment has evolved to become more dynamic compared to the previous decade, and globalization has wrought significant transformations in the corporate realm (Islam et al., 2019), impacting political, social, economic, and technological spheres. The complexities of the business environment are further compounded by shifts in consumer trends, economic conditions, cultural dynamics, and rapid innovation, particularly affecting developing economies (Mwika et al., 2018). Consequently, organizations are under substantial pressure to enhance their performance, striving for efficiency in manufacturing and responsiveness to customer needs (Tallman, Luo, & Buckley, 2018). In response to these challenges, organizations are increasingly inclined to reassess their strategic goals and adopt competitive strategies within their respective industries. Generally, the pursuit of profit maximization, competitive advantage, and survival in times of crises underscores the critical importance of organizational performance for every business. Moreover, the concept of organizational performance is multifaceted, encompassing various dimensions of success (Jääskeläinen & Luukkanen, 2017; Parida, Oghazi, & Cedergren, 2016; Yoshikuni et al., 2018). Numerous researchers have employed diverse metrics to gauge business performance, including monetary success, consumer performance, organizational learning, and internal process effectiveness (Bento, Bento, & White, 2013; Cunha Callado & Jack, 2015; Park, Lee, & Chae, 2017; Perkins, Grey, & Remmers, 2014; Yoshikuni & Albertin, 2017). Acknowledging the

pivotal role of the business environment, Namada (2018) highlights its critical influence on a firm's performance.

Businesses must adapt to environmental changes to achieve strategic objectives, necessitating a thorough analysis of industry developments (Dyer et al., 2023). Essential information about technological shifts, consumer trends, supplier developments, market intermediaries, business costs, and changes in competitive products and services is crucial for organizations (Steventon et al., 2012). Strategic planning for current and future initiatives relies heavily on valuable industry-specific information. The ability to acquire, manage, and utilize such information is a key factor in gaining a competitive advantage over rivals. Strategic intelligence involves a series of processes that encompass discovering, processing, and distributing valuable and effective information for timely and impactful decision-making (Clar et al., 2008). Pellissier and Kruger (2011) further define strategic intelligence (SI) as the generation of information and knowledge used in decision-making within companies, identifying potential challenges and opportunities for maximum success. SI provides organizations with relevant information about the business environment, enabling them to navigate current business affairs, anticipate and manage future fluctuations, and develop strategies to deliver value to consumers while increasing profitability (Pellissier & Kruger, 2011). The dimensions of SI include foresight, organized thinking, vision, motivation, and partnership (Maccoby & Scudder, 2011).

Strategic Intelligence (SI), functioning as a facet of business intelligence, leverages decision support expertise for the storage and analysis of information. It furnishes critical information to executives, facilitating

improved and expedited decision-making conducive to organizational performance (Chaudhuri, Dayal, & Narasayya, 2011; Radmehr & Bazmara, 2017). Beyond its role in decision support, SI encompasses technical, procedural, and cognitive competencies that contribute to organizational innovativeness (Caseiro & Coelho, 2019; El-Adaileh & Foster, 2019). Moreover, SI serves as a driver of competitive advantage, subsequently resulting in increased sales and profits (Seyyed-Amiri et al., 2017).

The author has explored the textile sector in Iraq, contrasting with previous studies that focused on diverse sectors such as the banking industry (Kori, Muathe, & Maina, 2020), hospitality (El-latief, Fathey, & Saad, 2023), power generation (Twum Amoako, 2014), and logistics (Hamour et al., 2023). This study, however, holds broader applicability across global manufacturing industries. In Iraq's textile sector, there's a burgeoning industry marked by heightened competition among textile units. To navigate this competitive landscape effectively, textile firms can employ strategic management tools, including SI, which aids in both strategic planning and achieving organizational performance. The current positive trajectory of the manufacturing field stands in contrast to its less impressive past performance, attributed to political instability and priorities favouring oil production and other sectors. Guided by these considerations, the author has formulated specific research objectives, such as examining the impact of strategic intelligence on organizational performance.

This current research contributes to the existing literature by addressing strategic management through distinctive approaches. Specifically, it assesses organizational performance (OP) within the framework of SI dimensions, focusing on the unique context of the textile industry in Iraq, which differs from manufacturing industries in advanced nations. The investigation of organizational performance employs a subjective approach, where top management evaluates overall employee performance based on specific behaviours related to performance (Tran & Järvinen, 2022). The researcher perceives this study as a pioneering effort in exploring the role of SI in the organizational performance of Iraqi textile units. The subsequent sections of this research are organized as follows: a literature review to refine hypotheses, a detailed exploration of the study design encompassing sampling, questionnaire development, and data collection processes, followed by the presentation of research findings. Finally, the study concludes with a comprehensive summary.

2. Literature Review

This study applies the Resource-Based View (RBV) theory (Barney, 1991), emphasizing the significance of intangible resources and competences in organizational strategy, competitiveness, and success. According to RBV, long-term competitive advantage hinges on the ability to accumulate, protect, and consistently generate resources and competences that are valuable, rare, inimitable, distinctive, and possess imperfect mobility (Lockett, Thompson, & Morgenstern, 2009). Information meeting these criteria regarding competitive developments in the industry is deemed a valuable asset crucial for enhancing firm performance. Similarly, strategic intelligence denotes a business's capacity to acquire pertinent information at the right time, aiding decision-makers in future planning.

Intelligence is a process involving a continuous cycle of data collection, analysis, dissemination, and reactions to external factors and competitors (Chainey & Chapman, 2013). Strategic intelligence encompasses various dimensions crucial for anticipating the future (Agha, Atwa, & Kiwan, 2021), with three main levels: tactical, operational, and strategic. Tactical intelligence offers critical analysis, operational intelligence guides actions, and strategic intelligence addresses organizational problems, providing essential details to identify necessary programs and policies (Salih & Abdulrahman, 2015).

Strategic Intelligence serves as a critical resource for organizations, offering essential insights into their business environment to anticipate changes and formulate effective strategies. This capability is instrumental in creating value, influencing future growth, and achieving success and profitability in new markets. While the term "Strategic Intelligence" shares its nomenclature with the intelligent structures found in military contexts, its primary focus lies in enhancing organizational understanding and preparedness for future control, addressing challenges, and capitalizing on opportunities to ensure organizational success (Torabi, Hadadi, & Keikha, 2016). SI empowers decision-makers to gain a comprehensive understanding of the factors shaping their immediate world, enhancing their capacity to predict and proactively respond to future events. Consequently, studies providing accurate and timely predictions about upcoming events become invaluable to decision-makers. SI aids these managers in anticipating unforeseen events and developments in the long-term landscape (Mandel & Kapler, 2018).

Fernández-Villacañas Marín (2015) articulates that strategic intelligence involves comprehending the trajectory of a company and devising approaches to

sustain its long-term competitiveness amidst anticipated future challenges and changes. Furthermore, strategic intelligence functions akin to a radar, signalling the company to potential threats and opportunities within its external environment. The emphasis is placed on strategic intelligence's role in furnishing early warnings to the company, with the ultimate objective of facilitating optimal strategic decision-making to enhance overall success within the organization.

Maccoby and Scudder (2011) delineate the dimensions of strategic intelligence, encompassing foresight. Foresight involves the proficiency to envision and prepare for forthcoming business dynamics, interpreting forces that are intangible yet influential. Atwa (2013) characterizes it as the aptitude to discern shaping forces, anticipate potential developments, and assess the opportunities and threats that may redefine business. This process involves scrutinizing past and present conditions to extrapolate future scenarios. Strategic thinking, as defined by Davis, Bankes, and Egner (2007), is the capacity to comprehend, harmonize, and integrate elements toward a shared objective. It entails synthesizing components, analysing their interactions, and evaluating their collective impact on overall success in achieving goals.

Vision entails envisioning the desired future state, reflecting the capacity for systematic thinking and the formulation of a comprehensive organizational system aligned with its purpose (Zaplin & Blohowiak, 2015). Motivation, on the other hand, involves internal and external forces shaping direct and interconnected work behaviours. As a managerial impetus, motivation propels individuals both physiologically and psychologically to align their strategies with meeting needs and achieving specific objectives. It encompasses a set of guiding principles and values that govern the organization and influence productivity. Incentives play a pivotal role in labour efficiency, serving as the impetus for employees to act (Sargolzaei & Keikha, 2020). Partnership, as elucidated by Xu (2007), signifies the prospect of establishing strategic alliances with other organizations. This capability allows individuals with strategic intelligence to foster alliances and collaborations, aligning with others to collectively pursue common goals.

SI involves a systematic process encompassing the collection, processing, analysis, and dissemination of information possessing strategic significance (Kuosa, 2011). This invaluable information aids managers in formulating plans to enhance efficiency and effectiveness, thereby exerting a positive influence on organizational

performance (Pellissier & Kruger, 2011). Additionally, SI is recognized as a pivotal driver of organizational performance (OP) (Saqib et al., 2018). Organizational performance, comprising monetary achievements, manufacturing efficiency, and overall business performance, is a crucial determinant of business success (Delaney & Huselid, 1996). Building upon these premises, the author posits the following hypotheses,

- H1: Foresight has a positive effect on organizational performance.
- H2: Vision has a significant positive impact on organizational performance.
- H3: System thinking affects organizational performance positively.
- H4: Motivation has a significant effect on organizational performance.
- H5: Strategic partnership affects organizational performance significantly.

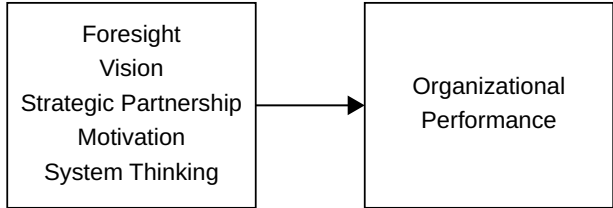


Figure 1: Illustrates the Proposed Research Framework, Comprising Five Sub-constructs of Strategic Intelligence (Predictor Variables) and Organizational Performance (Dependent Variable).

3. Methodology

This research targeted the textile industry in Iraq, specifically selecting five representative textile manufacturing firms: Iraqitigris, Kifri company, AL Bayina, Urk Trading Company, and Al Bedoor Co, chosen for their substantial workforce. The author sought assistance from the human resource departments of these companies, securing ethical clearance from their higher organizations before initiating the data collection process. In adherence to ethical standards, consent was obtained from the study participants. Human resource managers were requested to nominate individuals for questionnaire completion, resulting in the distribution of 500 questionnaires across the five firms. A total of 261 questionnaires were returned by managers, yielding a participant response rate of 52%. The data collection spanned four weeks, from August to September 2023, and was conducted anonymously to ensure confidentiality.

Measures and Social Desirability

This study employed a modified questionnaire derived from established surveys, ensuring the pretesting

of its reliability and validity. Strategic intelligence was assessed using Maccoby and Scudder's (2011) and Kruger's (2010) questionnaire, featuring five dimensions: foresight, vision, strategic partnership, motivation, and systems thinking. The instrument comprised 20 items, with a Cronbach's alpha coefficient of 0.86, surpassing the recommended standard value of 0.70. Sample items include assessing the ability to forecast future growth direction and adopting a clear future vision towards organizational accomplishments. This scale has been utilized by various researchers, such as Ahmed, Abduljabbar, and Hussein (2021), El-latief et al. (2023), and Barnea (2020). The operationalization of organizational performance utilized an adapted tool from Glaister and Buckley (1998), comprising six statements. A key element of this scale inquired about the past performance of the business relative to participants concerning progress in profits. This tool was designed to gauge the subjective performance measurement of a firm. Despite scholarly concerns about the inadequacy of objective performance processes, this study employed

subjective measures. Influential works by Fisher and McGowan (1983) argued that objective procedures in a firm's assessment were flawed and inappropriate for research. Additionally, Day and Wensley (1988) found a lack of suitable objective measures. The Cronbach's alpha coefficient for this scale was 0.88. The author utilized a 7-point Likert scale for this study.

The researcher implemented several measures to address social desirability concerns. For instance, the random distribution of questionnaire statements during the survey aimed to disrupt any potential pattern in responses, aligning with established research practices. This approach effectively mitigates the likelihood of bias in liking or disliking specific variables. Additionally, the questionnaire underwent expert review for precision and appropriateness to eliminate ambiguity and confusion arising from similar meanings. These precautions were undertaken to minimize the impact of social desirability (Ahmad et al., 2021a; Ahmad et al., 2021b). The demographic details of the sample are presented in Table 1.

Table 1: Demographics.

Demographic	Frequency	%
Gender		
Female	50	19
Male	211	81
Age (Year)		
25–35	80	31
35–45	155	59
45–55 & Above	26	10
Experience (Years)		
1-5	70	27.0
5-10	35	13.0
10-15	104	40.0
15-20 and Above	52	20.0
Designation		
Deputy Manager	53	20.0
Manager	91	35.0
Senior Manager	102	39.0
GM	15	6.0
Total	261	100

4. Results
Common Method Bias (CMB)

The researcher initiated a data analysis to investigate the presence of CMB. This examination was deemed necessary as the data pertaining to the research variables were sourced from a singular set of respondents, prompting a thorough confirmation of the potential existence of CMB. Additionally, the author aimed to assess

the likelihood of CMB. Following the recommendations of Harman (1976), the author conducted a single-factor analysis using SPSS, allowing questionnaire statements to load on a single factor. According to Harman's guidelines, if the results of the single-factor test indicate a factor explaining 50% or more of the variance, it suggests a significant consideration of CMB issues. The findings of the single-factor analysis, however, confirmed the

absence of a factor explaining more than 50% of the variance. A solitary factor accounted for a maximum variance of 33.24%, falling below the threshold of 50%. Consequently, the author concluded that CMB is not likely to be a concern in the testing process.

4.2. Convergent Validity, Factor Loadings, and the Reliability Analysis
The author conducted tests to establish the study's reliability and validity. Convergent validity was initially assessed using Average Variance Extracted (AVE) statistics, ensuring that all item loadings within a construct

exceeded the threshold of 0.5. The AVE for each construct was then computed by summing the squares of the element loadings and dividing it by the number of statements. The results, detailed in Table 2, confirm that all AVEs surpass the 0.50 threshold, indicating no issues with convergent validity in the dataset. Additionally, the reliability assessment, based on Cronbach's alpha values and Composite Reliability (C.R) statistics, reveals no reliability concerns, as all variables exhibit acceptable values (Table 2). Therefore, the researcher affirms the absence of reliability issues in this research.

Table 2: Results for Convergent Validity and Reliability.

	AVE	A	C.R
Foresight	0.62	0.86	0.90
Vision	0.72	0.89	0.93
Partnership	0.68	0.93	0.91
Motivation	0.67	0.84	0.92
System Thinking	0.64	0.81	0.88
OP	0.73	0.92	0.94

Table 3 presents the results of the MFIs obtained from Confirmatory Factor Analysis. The outcomes align with established standard ranges, confirming their significance. Notably, the criteria, including a χ^2/df value below 0.3, as well as GFI, RMSEA, CFI, and NFI values meeting the specified thresholds, were all satisfied as detailed in Table 3.

Subsequently, the researcher performed correlation analysis and a discriminant validity test, yielding outcomes related to model fit indices. The positive correlation values among all variables, including a

significant correlation (0.561**) between Foresight and Organizational Performance (OP), were observed. Discriminant validity was confirmed, adhering to Fornell and Larcker (1981) criterion, where the square root values of Average Variance Extracted (AVE) exceeded the correlation values between constructs. Model fit indices were assessed to validate data fit, demonstrating alignment between the theoretical framework and empirical data. The researcher addressed multicollinearity, revealing its presence but with a Variance Inflation Factor (VIF) below 3, ensuring negligible impact on coefficient estimation.

Table 3: Results for Correlation, Discriminant Validity, and Model Fit Indices.

Construct	Mean	S.D.	Foresight	Vision	Partnership	Motivation	Thinking	OP
Foresight	5.32	0.74	0.74	0.552**	0.465**	0.481**	0.512**	0.561**
Vision	4.91	0.72		0.76	0.425**	0.524**	0.478**	0.521**
Partnership	4.58	0.75			0.73	0.460**	0.560**	0.610**
Motivation	3.45	0.71				0.71	0.489**	0.654**
Thinking	4.32	0.73					0.73	0.540**
OP	4.85	0.76						0.72
Model fit indices	Range	Obtained						
χ^2/df	3.00	2.92						
RMSEA	0.08	0.064						
NFI	0.90	0.961						
CFI	0.90	0.935						
GFI	0.90	0.956						

Notes: S.D=Standard Deviation, ** = Significant Correlation Values, and the Bold Diagonal = outcomes of discriminant validity assessments.

Hypotheses Testing

The researcher employed SEM to test hypotheses,

acknowledging its effectiveness in exploring relationships among latent constructs comprehensively. SEM allows

for a nuanced examination of both direct and indirect effects of latent variables on observed outcomes, offering flexibility for adjustments. In contrast, conventional regression analysis may struggle with complex models involving moderators or mediators. Contemporary scholars advocate SEM over traditional regression, and despite its user-friendliness, regression analysis is less suitable for intricate social research. The present study utilized SEM through AMOS for hypothesis validation (Cheah et al., 2020; Puriwat & Tripopsakul, 2021; Thakkar, 2020). The researcher examined the direct relationships posited in hypotheses 1-5, with Table 4 summarizing the direct effects. The model fit

statistics indicated satisfactory results ($\chi^2/df = 2.86$, RMSEA = 0.062, CFI = 0.964, GFI = 0.968, NFI = 0.959). Hypothesis 1 received confirmation, showing a significant positive association between Foresight and managers' OP ($\beta_1 = 0.46^{**}$, $p < 0.000$). Similarly, hypothesis 2 was validated, indicating a significant positive link between Vision and OP ($\beta_2 = 0.41^{**}$, $p < 0.001$). Hypotheses 3, 4, and 5 were also confirmed, demonstrating positive associations between strategic partnership, motivation, strategic thinking, and OP ($\beta_3 = 0.34^{**}$, $p < 0.000$; $\beta_4 = 0.44^{**}$, $p < 0.001$; $\beta_5 = 0.22^{**}$, $p < 0.000$). The results collectively contribute valuable insights to the literature on strategic management.

Table 4: Outcomes Pertaining to Hypotheses 1, 2, 3, 4, and 5.

Path	Estimates	S.E	CR	p-value	LLCI	ULCI	Decision
Foresight → OP	(β1) 0.46**	0.054	7.68	0.000	0.194	0.556	Accepted
Vision → OP	(β2) 0.41**	0.057	8.45	***	0.269	0.662	Accepted
Partnership → OP	(β3) 0.34**	0.075	4.00	***	0.267	0.665	Accepted
Motivation → OP	(β4) 0.44**	0.051	8.90	***	0.259	0.649	Accepted
Thinking→ OP	(β5) 0.22**	0.054	5.85	***	0.415	0.762	Accepted
Model fit indices	Range	Obtained					
χ²/df	3.00	2.86					
RMSEA	0.08	0.062					
NFI	0.90	0.959					
CFI	0.90	0.964					
GFI	0.90	0.968					

4. Conclusion and Discussion

In summary, the present study aims to explore the impact of strategic intelligence on organizational performance among managers in the textile industry of Iraq. The investigation delves into the relationships among the sub-constructs of strategic intelligence and organizational performance, making a significant contribution to the strategic management literature. The study suggests that managers equipped with current and valuable information are better positioned to make informed decisions, leading to enhanced performance. The organizational capability to manage, process, and utilize pertinent information related to market dynamics, technological advancements, consumer trends, and economic and political changes is emphasized. Presently, there is a pressing need for professionals to train their employees to recognize the significance of business or strategic intelligence, a critical factor for the survival and growth of any organization, regardless of its size. Strategic planning hinges on the timely decisions of top management regarding the adoption of new technologies, expansion of operations, and the introduction of new products or services in the market. Therefore, senior management necessitates

reliable information delivered at the right time, prompting the development of a strategic information system to address such challenges.

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