IMPACT OF STRATEGY INTELLIGENCE IN CRISES MANAGEMENT

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ABSTRACT

The current research aims to show the impact of strategy Intelligence as an independence variable to manage crises as a related variable , it was depended on analytical descriptive approach in achieving the research , A deliberate intentional sample was selected consist of (98) person of higher leaderships and decision makers in endowment of ANBAR , a questionnaire was adopted as a main method in collecting data and personal interviews with research sample ,treatment and analysis data were done according to SPSS statistical system , also statistical means adopted as (balanced statistical middle , standard deviation , relative importance, determination coefficient , SPEERMAN correlation coefficient , coefficient exploratory analysis , F test , Z test , lnear progressive regression analysis) , the most prominent conclusions reached , the hypotheses related to correlation coefficient and impact between research variables are true and the most prominent recommendations that the current research obtained , is the work to increase awareness at management leaderships of the interest necessity in the current research variables .

Key words : (strategy intelligence , crises management)

FIRST : LITERATURE REFERENCES

A- **Strategy Intelligence** : is a skill can through it provide comprehensive information of foreign environment of senior decision makers in the suitable time for supporting their strategy development operation (Degenaro at al , 2000: VI) .

Strategy Intelligence Dimensions:
- **Outlook** : is a future reading operation , predict the dimensions of the current procedures and decision , discover problems before occur and avoid it and establish image to the potential events in the future (Melkas , 2007 :6).

- **Systemic Thinking** : is the comprehensive framework which operate all system parts and what all related and make insure of the impact of system parts on each other and all system (Shaked, H,2013,5) .

- **Future Vision** : is the main element of success any organization to provide motivation power that the organization can through it achieve long-term growth and this will reflect what the organization desired in future (Papulova, 2014:13) .

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- **Motivation** : is the catalyst and humanitarian-oriented behavior which can be focused on particular side of motivation . For knowledge sides and behaviors as (monitoring and experimental use) , non cognitive sides as (believes , habits , perceptions , stands) or both sides (Lai,E,2011:4-6).

- **Partnership** : establish alliances and build internal or external partnerships in order to be a tool to enhance the capabilities of leaders who are enjoying power in some elements of strategic intelligenceand suffering from weakness in others, on the one hand, this element is used to deal with the organization's metaphors "(Maccoby, 2004: 3) .

B- **Crises Management** : is a continuous and dynamic operation includes a proactive and interactive measures to determine the crisis , planning to the crisis to response , face and resolve it through three main periods before , through and after crisis (Ocal , 2006: 1499).

Crises Management Dimensions :
- **Response Decision Speed**: the speed in taking decision related to crises management that is very important to determine success during dealing with the crisis (Fildes, 2004:121) .
- **Communication and Information Flow** : is the operation of usage effective system to pass information ascending and descending by the organization during the crisis and this is the very important matter to expect and deal with the crises (Fildes, 2004:121).
- **Mobilization of Resources** : is an express of perfect use to the time and resources and fact-finding that is very important (Ezzeldin, 2014:170).

SECOND : RESEARCH METHODOLOGY

1- Research Problem :
The research problem is highlighted through increase the crises and followed of the most contemporary organizations today as a result of accelerated changes whether in an internal or outside environment , which led to weak in administrative systems performance of those organizations and threatens its continuation and survival, it is necessary face these crises reduce their dimensions and prevent their aggravation , this requires proactive measures that predict events that foreshadow the looming crises , this lies through the future vision , mental reading , intelligence in reading the future and analysis events of the organizations leaders as they are able to have appropriate alternatives and machines help them to face these crises .

2- Research Hypotheses
It refers to the hypotheses as it is an initial opinions to resolve the problem , based on expects and causes that formed the research problem . Accordingly , the main and secondary research hypotheses formed as follows :

First main hypothesis
(there is a statistical moral correlation coefficient between strategy intelligence and crises management) includes five secondary hypotheses :

1-1   First Secondary Hypothesis

(there is a statistical moral correlation coefficient between outlook and crises management in its affects)

1-2   Second Secondary Hypothesis

(there is a statistical moral correlation coefficient between systemic thinking and crises management in its affects)

1-3   Third Secondary Hypothesis

(there is a statistical moral correlation coefficient between future vision   and crises management in its affects)

1-4   Fourth Secondary Hypothesis

(there is a statistical moral correlation coefficient between motivation   and crises management in its affects)

1-5   Fifth Secondary Hypothesis

(there is a statistical moral correlation coefficient between partnership   and crises management in its affects)

Second main hypothesis

(there is a statistical moral affect between strategy intelligence variable in crises management) includes four secondary hypotheses :

1-1   First Secondary Hypothesis

(there is a statistical moral affect between outlook and crises management in its affects)

1-2 Second Secondary Hypothesis

(there is a statistical moral affect between systemic thinking and crises management in its affects)

1-3 Third Secondary Hypothesis

(there is a statistical moral affect between future vision and crises management in its affects)

1-4 Fourth Secondary Hypothesis

(there is a statistical moral affect between motivation and crises management in its affects)

1-5 Fifth Secondary Hypothesis

(there is a statistical moral affect between partnership and crises management in its affects)

3-   Society and Research Sample

The research society included all administrators in Anbar endowment , while the research sample included higher and middle management directors and decision makers in Anabr endowment as (Deputy Governors, Assistant Governors, Department Directors, officials of sections) their number is (99) who selected as they are more informed of the research variable.

4-   Research Tools

For collecting information and data to complete the current research , the researcher adopted on the questionnaire which is a main mean for this purpose , where it is designed according to the Arabic and foreign resources . In this research , it is adopted on five-Liquart scale which confirmed the compatibility of the paragraph with the choice or incompatibility , distributed as follows (totally agree , agree , neutral , disagree , totally disagree) according to the weights and values (1,2,3,4,5) . The questionnaire included two parts , the first part included the personal information of the

research sample as (gender , age , academic achievement , job title , service years) and the second part included questions of the research variables (strategy intelligence , crises management) which was put (40) paragraph on the research sample   . It divided into (25) strategy intelligence variables and (15) paragraph of crises management variables . Table (1) showed the most important resources and studies adopted in establish questionnaire paragraphs of the current research .

Table (1)

main and secondary dimensions of the research , paragraphs and adopted scale

Seq.	Main variables	Secondary variables	Paragraphs	Adopted source
First	Identifying Information	Gender	5-1	Researcher preparation
		Age		
		Academic achievement		
		Job title		
		Service years		
Second	Strategy intelligence	Outlook	5-1	AZAWI2008 QASIM 2011 AL-YASARI 2017
		Systemic thinking	6-10	
		Future vision	15-11	
		Motivation	20-16	
		Partnership	25-21	
Third	Crises management	Speed response resolution	30-26	Fildes .2004
		Communication and information flow	35-31	
		Resources mobilization	40-36	
				SAEED 2012

Table (2)

Options according to Liquart scale

Totally agree	Agree	Neutral	Disagree	Totally disagree
5	4	3	2	1

Table (3)

Value of ALPHA KORNBAKH Stability coefficient

value of ALPHA KORNBAKH Stability coefficient	Questionnaire axes
0.935	Strategy intelligence
0.861	Crises management
0.958	Axes total

THIRD : DATA ANALYSIS

The results show that there is an agreement from most research sample individual on an independence variable   ,   we infer from the above that the administrative leadership in Anbar endowment depend on strategy intelligence dimensions (outlook , systemic thinking , future vision ,

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motivation , partnership) in its plans to run the crises but by differentiated ratios , table (4) show that .

Table (4)

statistical analysis   results of sample response

Code	Variables	Balanced account middle	Standard deviation	Relative importance %
X	strategy intelligence	3.8347	1.0377	72.212
X1	outlook	3.8347	1.0377	76.694
X2	systemic thinking	3.7837	1.0150	75.674
X3	future vision	3.5429	1.1267	70.857
X4	motivation	3.2551	1.1914	65.102
X5	partnership	3.6367	1.0128	72.735
Y	Crises management	3.4810	1.0616	69.619
Y1	Response decision speed	3.5837	0.96726	71.674
Y2	Communication and information flow	3.4612	1.11283	69.225
Y3	Resources mobilization	3.3980	1.10457	67.959

Variables Connection
Structural Exploration verity

It reflects by coefficient analysis the questionnaire verity in representing studied phenomenon through prove that the fifth dimensions (outlook , systemic thinking , future vision , motivation , partnership) within an independence variable represents strategy intelligence and forms an important components of statistical side of an independence variable , also show the dimensions (Response decision speed , Communication and information flow , Resources mobilization) under the related variable of crises management and forms an important components of related variable statistical side .

Bartlett test refers if the probability value of the calculated corresponding value (Chi-Square) of this test was less or equal moral level used in the study (0,05) , we infer through table (5) that the calculated value (Chi-Square) of study variable amounted (718.52 , 1850.46) both are moral because the corresponding probability value of each otherwas zero.

Table (5)
Test Bartlett and KMO

Tests \ study variable		Independence	Related
		Strategy intelligence	Crises management
KMO exploratory scale		0.910	0.815
Bartlett Test	Chi-Square	1850.46	718.52
	Probability Value Sig.	0.000	0.000

Table (6) refers that the existing dimension within the first factor is more important from the other existing dimensions in the strategy intelligence variable , especially that the explained variance of

the first factor will be higher than the rest of the explanatory variance of the other factors (dimensions). In the same time the value of the underlying root is also higher of other underlying roots of the rest dimensions . it followed in terms of importance and the dimension within the second factor till the last factor which includes the least important dimensions within the main variable . The percentage of explained discrepancy of outlook variable amounted (18.967%) , then systemic thinking which includes the second factor , recorded (15.821%) ofan explained discrepancy , partnership which includes the third factor recorded (13.368%) of an explained discrepancy , future vision recorded (12.798%) within fourth factor , motivation recorded lower percentage of explained discrepancy (10,881%) which includes fifth factor . The coefficient analysis has arranged dimensions within an independence variable of the most dependent even the leastof an administrative leaderships in Anbar endowment when measuring strategy intelligence as follows : (outlook, systemic thinking , partnership , future vision , motivation).

Factors dimensions	First factor		Second factor		Third factor		Fourth factor		Fifth factor	
	Outlook		Systemic thinking		Partnership		Future vision		Motivation	
Dimensions from most important to least , in addition to the paragraphs in each dimension that are arranged from most important to least	Pars.	Saturation	Pars.	Saturation	Pars.	Saturation	Pars.	Saturation	Pars.	Saturation
	Q1	0.897	Q7	0.786	Q23	0.881	Q13	0.777	Q17	0.804
	Q4	0.741	Q6	0.709	Q24	0.826	Q11	0.715	Q16	0.746
	Q2	0.662	Q8	0.678	Q22	0.762	Q12	0.689	Q20	0.711
	Q3	0.621	Q9	0.607	Q21	0.647	Q14	0.623	Q18	0.623
	Q5	0.547	10	0.555	Q25	0.504	Q15	0.614	Q19	0.547
underlying root	2.639		2.261		1.827		1.512		1.346	
Percentage of Explanatory variance %	18.967		15.821%		13.368%		12.798		10.881%	
Cumulative percentage of variance %	71.318%									
Saturation means the power of paragraph link with the dimensions that it joins										

We notice during the table (7) that the accumulation percentage of the explained variance of the total dimensions within related variable of crises management recorded (61.322%) it is more than (60%) , the Eigenvalues of each dimension within crises management variable formed values more than one . In the same time , the table confirmed that the power of paragraphs connection with existing dimensions was more than (0.50) , so the paragraphs of related variable actually measured crises management . Table (7) also showed that the response decision speed dimension within first factor is most important of other dimensions within related variable of crises management , the explained variance was higher than other explained variances of dimensions within crises management , the Eigenvalues of response decision speed dimension is more than other , the percentage of explained variance is (28.988%) , communication and information flow of the second factor recorded (20.315%) and resources mobilization recorded (12.019%) of an explained variance.

he coefficient analysis has arranged the dimensions within crises management variable from most important to least within the priority of the administrative leaderships in Anbar endowment according to the (response decision speed , communication and information flow and resources mobilization) .

Table (7)
Coefficient Analysis results of crises management variable

Factors dimensions	First factor		Second factor		Third factor	
	Response decision speed		Communication and information flow		Resources mobilization	
Dimensions from most important to least , in addition to the paragraphs in each dimension that are arranged from most important to least	Pars.	Saturation	Pars.	Saturation	Pars.	Saturation
	Q29	0.867	Q32	0.744	Q36	0.814
	Q27	0.811	Q31	0.720	Q38	0.769
	Q30	0.782	Q33	0.649	Q39	0.687
	Q28	0.741	Q35	0.604	Q37	0.660
	Q26	0.643	Q34	0.557	Q40	0.533
underlying root	3.885		3.221		1.868	
Percentage of Explanatory variance %	28.988%		20.315%		12.019%	
Cumulative percentage of variance %	61.322%					
Saturation means the power of paragraph link with the dimensions that it joins						

Table (8)
Results of coefficient hypotheses test between strategy intelligence in its five dimensions and crises management

Hypothesis		Variables		Simple correlation coefficient	Z-test Z calculated value	Researcher comment
		Related	Independence			
Secondary	1-1	Outlook	Crises management	0.723	7,1207	Accept the Hypothesis 95%
	2-1	Systemic thinking	Crises management	0.705	6,9434	Accept the Hypothesis 95%
	3-1	Future vision	Crises management	0.589	5,8010	Accept the Hypothesis 95%
	4-1	Motivation	Crises management	0.564	5,5548	Accept the Hypothesis 95%

		Partnership	Crises management	0.643	6.3328	
	5-1					
First main		Strategy intelligence	Crises management	0.733	7.2192	Accept the Hypothesis 95%
Moral correlation coefficient			Number	six moral hypotheses of six hypotheses		
			Percentage to an number of accepted hypotheses	100%		
Scheduled z value at the confidence level 95% equal (1.96)						

1-   Table (8) refers to accept the first main hypothesis , stating **(there is a statistical moral correlation relation between strategy intelligence and crises management)** of (95%) , calculated Z valued amounted (7.2192) moral because it is bigger than scheduled Z value of (1.96) at moral level (0.05) , while the simple correlation coefficient between strategy intelligence and crises management was (0,733) to consolidate that there is a strong relationship between an independence variable of strategy intelligence and related variable of crises management.

2-   We infer from TABLE (8) the first secondary hypothesis emerged from the first main hypothesis is accepted , stating **(there is a statistical moral correlation relation between outlook and crises management)** of (95%), calculated Z valued amounted (7.1207) moral because it is bigger than scheduled Z value of (1.96) at moral level (0.05) , while the simple correlation coefficient between outlook and crises management was (0,723) to consolidate that there is a strong relationship between outlook and crises management.

3-   Table (8) confirmed that the second secondary hypothesis emerged from the first main hypothesis is accepted , stating **(there is a statistical moral correlation relation between systemic thinking   and crises management)** of (95%), calculated Z valued amounted (6,9434) moral because it is bigger than scheduled Z value of (1.96) at moral level (0.05) , while the simple correlation coefficient between systemic thinking   and crises management   was (0,705) to consolidate that there is a strong relationship between systemic thinking and crises management.

4-   Table (8) refers that the third secondary hypothesis emerged from the first main hypothesis is accepted , stating **(there is a statistical moral correlation relation between future vision and crises management)** of (95%), calculated Z valued amounted (5.8010) moral because it is bigger than scheduled Z value of (1.96) at moral level (0.05) , while the simple correlation coefficient between future vision and crises management was (0,589) to consolidate that there is a strong relationship between future vision and crises management.

5-   Table (8) confirmed that the fourth secondary hypothesis emerged from the first main hypothesis is accepted , stating **(there is a statistical moral correlation relation between motivation and crises management)** of (95%), calculated Z valued amounted (5.5548) moral because it is bigger than scheduled Z value of (1.96) at moral level (0.05) , while the simple correlation coefficient between motivation and crises management was (0,564) to consolidate that there is a strong relationship between motivation and crises management.

6-   Table (8) confirmed that the fifth secondary hypothesis emerged from the first main hypothesis is accepted , stating **(there is a statistical moral correlation relation between motivation   and crises management)** of (95%), calculated Z valued amounted (5.5548) moral

because it is bigger than scheduled Z value of (1.96) at moral level (0.05) , while the simple correlation coefficient between motivation and crises management was (0,564) to consolidate that there is a strong relationship between motivation and crises management.

Table (9)
test of strategy intelligence effect hypothesis in crises management

Hypothesis		Variables		ALPHA stable limit A	BETA regression coefficient B	Determine coefficient R2% Interpretation ration	Z-test Z calculated value	Researcher comment
		Related	Independence					
Secondary	1-1	Outlook	Crises management	2,605	0,479	50.1%	96.285	Accept the Hypothesis 95%
	2-1	Systemic thinking	Crises management	2,475	0,505	47.6%	87.120	Accept the Hypothesis 95%
	3-1	Future vision	Crises management	2,55	0,49	31.9%	44.903	Accept the Hypothesis 95%
	4-1	Motivation	Crises management	2,665	0,467	29.1%	39.433	Accept the Hypothesis 95%
	5-1	Partnership	Crises management	2,185	0,563	34.4%	50.293	
Second main		Strategy intelligence	Crises management	1,815	0.637	50.7%	98.552	Accept the Hypothesis 95%
Moral correlation coefficient			Number	six moral hypotheses of six hypotheses				
			Percentage to an number of accepted hypotheses			100%		
Scheduledz value at the confidence level 95% equal (3.9201)								

1- Table (9) confirmed that the second main hypothesis is accepted , stating **(there is a statistical moral effect between strategy intelligence and crises management)** of (95%) , calculated F valued amounted (98.552) moral because it is bigger than scheduled F value of (1.96) at moral level (0.05) , while the determine coefficientR^2% (50.7%) to consolidate the ration of an independence varied interpretation of strategy intelligence of crises management , BETA regression coefficient value recorded (0,637) to show the change in the related variable value of crises management if any change occurred in an independence variable value of strategy intelligence by one unit .

2-   Table (9) showed the first secondary hypothesis of the first main hypothesis is accepted , stating **(there is a statistical moral effect between outlook dimension and crises management)** of (95%) , calculated F valued amounted (96.285) moral because it is bigger than scheduled F value of (3.9201) at moral level (0.05) , while the determine coefficient(50.1%) to consolidate the ration interpretation of outlook dimension of crises management , BETA regression coefficient value recorded (0,479) to show the change in the related variable value of crises management if any change occurred in outlook dimension value by one unit .

3-   Table (9) referred that the second secondary hypothesis of the first main hypothesis is accepted , stating **(there is a statistical moral effect between systemic thinking dimension and crises management)** of (95%) , calculated F valued amounted (87.120) moral because it is bigger than scheduled F value of (3.9201) at moral level (0.05) , while the determine coefficient(47.6%) to consolidate the ration interpretation of systemic thinking dimension of crises management , BETA regression coefficient value recorded (0,505) to show the change in the related variable value of crises management if any change occurred in systemic thinking dimension value by one unit .

4-   We infer from able (9) that the thirdsecondary hypothesis of the first main hypothesis is accepted , stating **(there is a statistical moral effect between future vision dimension and crises management)** of (95%) , calculated F valued amounted (44.903) moral because it is bigger than scheduled F value of (3.9201) at moral level (0.05) , while the determine coefficient(31.9%) to consolidate the ration interpretation of future vision dimension of crises management , BETA regression coefficient value recorded (0,49) to show the change in the related variable value of crises management if any change occurred in future vision dimension value by one unit .

5-   We infer from table (9) that the fourthsecondary hypothesis of the first main hypothesis is accepted , stating **(there is a statistical moral effect between motivation dimension and crises management)** of (95%) , calculated F valued amounted (39.433) moral because it is bigger than scheduled F value of (3.9201) at moral level (0.05) , while the determine coefficient(29.1%) to consolidate the ration interpretation of motivation dimension of crises management , BETA regression coefficient value recorded (0,467) to show the change in the related variable value of crises management if any change occurred in motivation dimension value by one unit .

6-   We notice from table (9) that the fifthsecondary hypothesis of the first main hypothesis is accepted , stating **(there is a statistical moral effect between partnership dimension and crises management)** of (95%) , calculated F valued amounted (50.293) moral because it is bigger than scheduled F value of (3.9201) at moral level (0.05) , while the determine coefficient(34.4%) to consolidate the ration interpretation of partnership dimension of crises management , BETA regression coefficient value recorded (0,563) to show the change in the related variable value of crises management if any change occurred in partnership dimension value by one unit .

FOURTH : CONCLUSIONS AND RECOMMENDATIONS

It is showed by the statistical analysis that there is a statistical moral correlation relation between an independence variable (strategy intelligence) and related variable (crises management) , statistical analysis results also showed that there is a high statistical moral effect to an independence variable (strategy intelligence) and related variable   (crises management) , in addition that there is a common effect of outlook , systemic thinking and partnership in crises management in Anbar

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endowment . The research reached to a group of recommendations , the most prominent the future vision which the organization adopts must be accepted by all levels inside the organizations in order to unify efforts for achieving it with goals that it seeks , as well as increase organization focus to interest in establishing human relations and spreading the spirit of competition between its staff , the organization shall be provided an effective inducements system through provide a financial or moral inducements as a result of creative efforts and additional works of the staff which makes them feel important in the organization because they represent an integral part of organization working team .

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