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The Strategic Intelligence and Its Impact on Crisis Management

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Abstract:

The main purpose of this research is to diagnose the role played by strategic intelligence through its five dimensions (foresight, systematic thinking, future vision, motivation, and partnership) in enhancing organizations' crisis management capabilities. The research problem highlights a lack of awareness regarding the importance of utilizing strategic intelligence in addressing crises faced by organizations in practical settings. Therefore, the significance of this research lies in providing a set of mechanisms that contribute to addressing this issue. Additionally, the research aims to achieve several objectives, including diagnosing the application of strategic intelligence and crisis management within the studied organization. to achieve the research objectives, a descriptive analytical approach was used, encompassing both theoretical and applied aspects. A questionnaire was employed as the primary data collection tool, distributed to a purposive sample of 118 employees within the General Traffic Directorate. After statistically processing the data using various central tendency measures (agreement percentage, mean, standard deviation, difference coefficient, and relative importance), as well as correlation and simple linear regression analysis available in the SPSS-V23 statistical software, the research yielded results confirming the significant impact of strategic intelligence in enhancing the capabilities of employees within the General Traffic Directorate to address crises that hinder their ability to carry out assigned activities and tasks.

1. Introduction:

Strategic intelligence is one of the important tools that can be relied upon to enhance the capability of senior management within contemporary organizations to make effective strategic decisions. This includes its role in enhancing management's ability to foresee the future and subsequently organize its thinking to ensure dealing with this future in the best possible ways. Additionally, it involves translating its future vision into a set of activities and events that play a role in motivating their human resources to execute the assigned activities and tasks. Furthermore, strategic intelligence contributes to the organization's ability to build partnerships that enhance its strategic position. Contemporary organizations also face a range of crises that affect their ability to continue operating. Therefore, they must continuously prepare to deal with these crises, provide the necessary expertise to implement the organization's policies, and apply its survival strategy. This includes implementing a set of programs related to strategic renewal. Thus, the main research idea has evolved to focus on understanding the importance of the role played by strategic intelligence in enhancing an organization's ability to manage the crises it faces in its assigned work.

1.1 Literature review:

There are many studies on the strategic intelligence**:**

The leftist (2017**)** used the role of strategic intelligence, in conjunction with the integrity exhibited by the leader, in achieving outstanding performance was investigated within the community of research in the Holy Hussein Shrine. The sample consisted of 145 middle-level administrative leaders from various departments. The descriptive-analytical approach was used, and a questionnaire was employed to collect data. The researcher found that there is a common role for both strategic intelligence and integrity in the leader's achievement of outstanding performance within the Holy Hussein Shrine.

Kirilov (2019**)** explored the strategies employed by some non-profit organization leaders to develop necessary plans for building strategic intelligence and utilizing it to enhance organizational performance, the study focused on non-profit organizations in the western regions of the United States. The sample consisted of four top leaders in non-profit organizations, and a combination of quantitative, qualitative, and mixed methods, including interviews, were used to gather information.one of the most important findings of the research is that the development and implementation of intelligence-based strategic plans can assist non-profit organization leaders in improving organizational performance.

Pellissier and Kruger (2021) used of strategic intelligence in long-term industrial insurance in south africa a study the research community represented long-term insurance companies, with a sample size of 82 employees working in insurance companies. the research employed a descriptive-analytical approach and utilized a questionnaire to gather data. the key findings of the researcher indicate that strategic intelligence is one of the most important tools that can be utilized in implementing strategic management and achieving the intended successes**.**

Slaves (2021) understand the intermediary role played by customer relationship management in strengthening the relationship between strategic intelligence and organizational quality, the sample consisted of 106 administrative leaders in a private bank in Baghdad. The descriptive-analytical approach and a questionnaire were used to collect data. The researcher found that strategic intelligence plays an influential role in enhancing the quality of services provided by banks, and that this role is strengthened through the intermediary role of customer relationship management.

There are many studies on crisis management**:**

Salman (2014) explained that impact of future vision on crisis management stages in the context of this study, the general company for leather industries was represented by a sample of 48 department heads within the company. A descriptive-analytical approach was employed, and a questionnaire was used for data collection. The most significant finding was the relatively weak interest in the topic of predicting future crises, primarily due to the absence of an organizational climate that fosters its promotion.

Avner (2020) discussed the strategic intelligence: a concentrated and diffused intelligence model, Intelligence and National Security. Both the competitive intelligence discipline and the governmental discipline of strategic intelligence are recognized means of assisting decision-making to avoid errors and avoid strategic surprises. Research has up until now concentrated on national intelligence and intelligence in business independently. However, it is feasible to leverage commercial expertise to enhance national security intelligence practices and vice versa. additionally, an increase in crisis preparedness was found to be associated with the experience gained from previous crisis exposure.

Gitelman et al (2021) discussed the creation and evolution of strategic intelligence, a radically new management tool used by enterprises that offer data and analytical support for anticipatory decision-making and the readiness of the business for unforeseen future difficulties. This study aims to organize academic approaches by categorizing strategic intelligence based on its unique features and classification criteria. It also outlines the main objectives of strategic intelligence during the digital transformation process and provides criteria for evaluating its level in businesses. It is demonstrated that the development of pertinent competencies based on anticipatory learning and the implementation of specialized management methods.

Abdel Rasool and Ahmed **(**2022) used of strategic thinking on crisis management in the General Company for Electricity Transmission in the Middle Euphrates Region The research community of the General Company for Electricity Transmission in the Middle Euphrates Region was examined in this study. The research included a sample of 120 employees from the company and employed quantitative, qualitative, mixed-methods, and interview approaches to gather information. One of the most important findings of the research is the presence of an impact of strategic thinking in crisis planning and management, leading to the development of necessary future plans to address crises effectively**.**

There are several studies linked between strategic intelligence and crisis management :

Sherif and Thabet (2023) identified the Role Played by Various Approaches to Strategic Intelligence in Enhancing an Organization's Crisis Management Capability: A Case Study of Assiut University in Egypt. The sample consisted of 57 members of the faculty and administration at Assiut University in Egypt. A descriptive-analytical approach was used, along with a questionnaire for data collection and analysis. The researcher found statistically significant results indicating that strategic intelligence approaches play a significant role in enhancing the organization's ability to improve its crisis management and response capabilities.

El-latief et al (2023) explained Impact of Strategic Intelligence Dimensions on the Performance of First-Class Hotels in Dealing with Work-related Crises: A study conducted in the communities of four and five-star hotels in Luxor and Aswan governorates in Egypt. The sample consisted of 178 participants, including general managers, deputy general managers, and department heads. Data collection was done either online or through questionnaires. The descriptive-analytical approach was used in the study.

The researcher arrived at several conclusions, with the most significant one being a strong correlation between levels of strategic intelligence related to top management and their ability to confront and manage work-related crises.

The essential problem of this research: Is there sufficient knowledge and understanding among the leaders and managers of the General Directorate of Traffic about concepts of strategic intelligence and crisis management? If the answer is yes. Is strategic intelligence employed to prepare for or prepare for the crisis before it occurs?

The major objective of the research is to provide the theoretical framework for the leaders and managers in the understudy organization about concepts of strategic intelligence and crisis management. Also, to explore the relationship and impact between strategic intelligence and crisis management in relation to outcomes of the General Directorate of Traffic.

2. Material and Methods:

After identifying the primary research problem and setting the objectives, which revolve around inquiries related to the research problem, a descriptive-analytical approach was chosen to conduct this research. This approach is suitable for both theoretical and practical aspects since the descriptive method allows for the comprehensive examination of all research faces. A questionnaire was employed as the primary data collection tool, and existing scales were used to measure the research variables.

2.1. The hypothetical scheme of the research:

The hypothetical research plan aims to diagnose the significance of the role played by strategic intelligence (the independent variable), as measured by the (Sheri et al, 2021). In influencing crisis management (the dependent variable), as measured by the (Alves et al, 2020). This study's main idea, which it seeks to prove, revolves around examining the interconnections and impacts that exist between these variables in the context of their relationships.
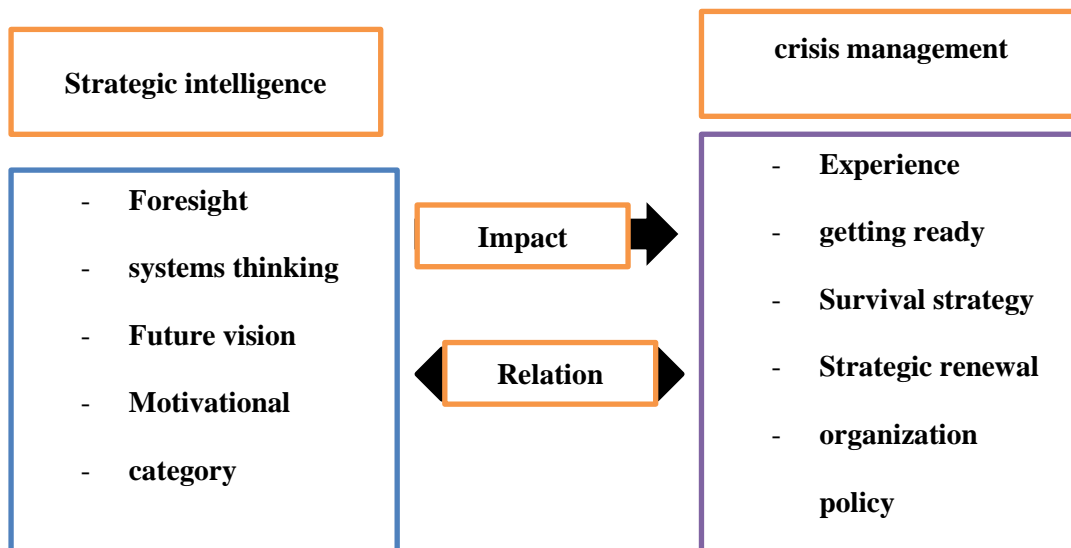

Figure 1: Hypothetical scheme of this research

2.2 The Research hypotheses:

The first main hypothesis states: "There is a statistically significant relationship between strategic intelligence and crisis management within the organization in the field of application.".

The second main hypothesis states: "Strategic intelligence has a statistically significant impact on crisis management within the organization in the field of application."

2.3 Study data collection tools:

According to the descriptive-analytical methodology adopted by the researcher in preparing his research, a questionnaire was employed to collect research data. This choice was made because it aligns with the objectives of the researcher aims to achieve and the allocated time frame for completing the research. The researcher designed the questionnaire sections by drawing on ideas and orientations from several existing international scales, which were adapted to suit the research environment and the nature of the relationships between its variables, namely, strategic intelligence and crisis management.

2.5 The concept of Strategic intelligence :

Contemporary organizations require diverse types of information to manage their operations and stay abreast of developments in their surrounding environment, ensuring their continued functioning and addressing the challenges they face. Therefore, strategic intelligence facilitates the formulation of more objective perspectives by providing a set of indicators and mechanisms for processing appropriate information. This is accomplished by utilizing a range of sources for a range of purposes, which will call for the methodical application of a number of instruments and data via innovation systems, new organizations, configurations, and their linkages (Kent, 2015). Moreover, strategic intelligence may be defined as the process that helps business organizations maintain their competitive edge by improving their capacity to make informed decisions by making intelligent use of the information that is accessible to them. (Berges et al, 2021). Furthermore, it is important to remember that in order to attain strategic balance, the firm must be protected from environmental aberrations by exceptional employees who possess strategic knowledge (Pherson, 2020). Strategic intelligence deals with information, data, and processing outcomes, and their reformulation to achieve the ability to predict, reliability, and effectiveness of ongoing activities. This reflects the rational approach to strategic intelligence, which was defined as the systematic model of thinking about security in terms of an organization's resources, their enforcement, economic, diplomatic, and social resources (Gruszczak, 2016). The strategic intelligence can be defined as the ability to analyze and diagnose data at the right time in order to make the correct decision regarding the future of the organization (Faiq and Abd, 2018).

2.5.1 Dimensions of strategic intelligence:
2.5.1.1 Foresight:

It can also be noted that it is the organization's ability to determine its future organizational direction, helping it understand the complex forces that drive change programs, and therefore supporting strategic decisions and research and development programs that it seeks to implement (Battistella, 2014). From the above ideas, it is clear that foresight holds special importance as it is a component of strategic intelligence due to its close relationship with innovation management and strategic management, which directly focus on the problem of building dynamic capabilities in uncertain conditions. In other words, an organization's success in future orientation is linked to its flexible and adaptable foresight capabilities. It has also been mentioned that most efforts in strategic foresight are invested in avoiding undesirable or unachievable future options for the organization. This is done through the development of scenarios capable of dealing with the changing environment.

Therefore, foresight focuses on a better and achievable future for the organization (Gaspar, 2015). The concept of "foresight" has been discussed by some researchers and writers, and the term "foresight" was first used in American broadcasting (BBC) by the prophetic author H.G. Wells, who called for the establishment of institutions, departments, and professors of foresight. Foresight refers to the process of trying to predict something about future possibilities and choices (Shekhly and Aubeid, 2015).

2.5.1.2 Systems thinking:

ability to use a combination of simultaneous instruments that can comprehend how elements and factors interact and fit together to produce the organization's strategy, as opposed to breaking them down for analysis (Alomian et al, 2019). Systemic thinking is defined as the primary linear approach to solving the problems faced by the organization by relying on the cause-and-effect principle, when a specific cause leads to a specific effect, the weakness of analytical thinking lies in its inability to cover causal relationships and interconnections with the environment and other systems. Additionally effective as a comprehensive tool for strategic planning as well as a small-scale tool for particular initiatives are analysis and reduction (Abuzaid, 2017). He mentions that is systemic thinking is both an art and a science for providing reliable conclusions about the developments that are carried out through it, developing an increasingly deep understanding of the underlying structure, and building the system in the context of the larger environment of which (Shaked and Schechter, 2013).

2.5.1.3 Future vision:

Vision refers to an image of the distinguished future that an organization strives for. It is something that the manager, team, or organization aims to create in the best possible way in the future. The vision guides and sustains the presence of the organization. Therefore, it is considered a mental image of a convincing future scenario, stemming from creative imagination, action, or the power of imaginative mental images. The vision, in terms of strategy, cannot be an ordinary image of the future that can be created by anyone who knows the past and the present. Hence, the vision forms an image of the future based on ideas that transcend the present time, often motivating generations of managers to achieve it (Papulova, 2014). Future vision is also defined as the process of creating an ideal social system for a specific purpose. It not only requires the manager to describe the future but also involves human resources in enhancing their awareness, directing their actions, and involving everyone in important decisions. This is an ongoing process, and it is essential to engage human resources in understanding the highest ideals and compel them to move cooperatively in that direction (Alomian et al, 2019).

2.5.1.4 Motivational:

Motivation is a set of beliefs, perceptions, values, and interests that are closely interconnected, focusing on using various methods to stimulate human resources towards adopting a set of cognitive behaviors (such as observation and strategic use) and non-cognitive aspects (such as perceptions, beliefs, and attitudes) (Lai, 2011). Therefore, motivation encourages human resources to adopt a set of desired behaviors by the organization, as individuals assess whether they will be motivated or not. There are also specific factors that can lead to a lack of motivation in human resources, such as life events and attitudes towards a specific job that should be avoided. Motivation can be defined as the willingness to act purposefully to achieve specific unmet needs and the desire to accomplish. In other words, it is the internal force that drives individuals to achieve organizational goals (Burton, 2012).

2.5.1.5 Category:

The process through which the organization determines the forms and sizes of partnerships it intends to enter into involves identifying partners based on regional opportunities or desired performance outcomes. This includes the selection of high-capacity human resources with the willingness and ability to innovate and share the vision for a partnership that can build on strengths, foster collaboration, and support change for continuous improvement. To put this process into action, partners must support important initiatives, communicate, consult, and hold a number of frequent meetings (Keikha et al, 2016). The importance of partnerships has grown in recent times due to their strategic role in helping organizations address challenges in their operations and problem-solving, rather than being confined to the execution of specific tasks within a new job specification. We can observe that tensions arise when human resource practitioners attempt to become strategic partners within the organization, and these tensions are emphasized during the weaving of general activities in this new context.

2.6 The Concept of crisis management:

The concept of crisis management has evolved into a theoretical framework over a long period of time, permeating various fields such as the humanities, social sciences, economics, politics, and sociology. Crisis management is viewed as an organization's ability to handle exceptional or uncommon situations, as it typically does very little to assist in finding solutions to an organization's problems. One of the reasons academics in the field of organization studies have showed little interest in researching the concept of crises is this disregard for crisis management (Leta and Chan, 2021). Emphasizing the resilience of management and the reliability of the necessary information for effective management, as well as gaining trust in crisis management, is crucial. This helps employees within the organization believe in the actions of its top management. Additionally, having an effective crisis management plan, along with public relations and community relations, will support the organization's message in managing disruptions. Organizations must also make their goals apparent to all parties with whom they deal, since misdirected senior management goals are frequently the source of problems. In these situations, companies must reframe their objectives in order to win back the public's trust (Lai and Wong, 2020). Drifting within organizations can lead to uncontrollable crises, as it plays a significant role in its relationship with effectively dealing with crises. Based on this relationship, drifting is defined as deviant events that require a significant disruption in ongoing activities, necessitating leaders to respond in unconventional ways to overcome early emotional responses to the threat (such as fear, anxiety, and denial). Leaders must develop an appropriate strategy for solving and addressing routine problems (James et al, 2011). Crisis management represents the wise and scientific methods that management takes to respond to the crisis and change its course with the aim of preserving the survival of the organization (Saeed and Muthafar,2016). It's also worth noting that organizations often attempt to prevent crises before they occur in their surrounding environment (Hassan and Hamed, 2022).

2.6.2 Dimensions of crisis management:

2.6.2.1 Experience:

When defining expertise, it is described as a field of practice in which human resources attempt to develop their skills, expand their mastery, or deepen their understanding in workplace learning situations.) These encounters aid in the creation of new goods and the resolution of problems with program support or organizational work procedures (Williams, 2021). Human resource expertise plays a role in enhancing organizational performance, particularly those relying on specialized individuals who have access to human resource expertise. One of the ways to access this expertise is by appointing a specialist in employee affairs. Although smaller organizations are less likely to employ such specialists compared to larger organizations, in the few cases where they exist, a greater reliance will be placed on the expertise of existing human resources within the organization. The presence of HR specialists is positively correlated with training in small and medium-sized organizations (Wu et al, 2014).

2.6.2.2 Getting ready:

When readiness for change is utilized, it involves the preparation for multi-dimensional, multi-level, and multi-faceted development, in contrast to individual readiness for change (built at the individual level). Organizational readiness for change (constructed at the organizational level), on the other hand, has not undergone extensive experimental study. Therefore, readiness for change has been defined as a comprehensive stance that is simultaneously influenced by content (i.e., what is being changed), process (i.e., how the change is implemented), context (i.e., the conditions under which the change occurs), and individuals (i.e., the characteristics of those being asked to change). It reflects the collective inclination of individuals, both cognitively and emotionally, to accept and embrace a specific plan for purposeful change and to move forward (Wang et al, 2020). Furthermore, readiness has been defined as the degree to which members of the organization are psychologically and behaviorally prepared to implement organizational change, including collective commitment or collective efficacy. Organizational readiness for change is identified as a comprehensive stance that encompasses factors at the organizational level (Miake-Lye et al, 2020).

2.6.2.3 Survival strategy:

Which can be used in crisis management, as individual competitive actions do not necessarily enhance the organization's chances of survival, without considering its history, the rate of change, and the nature of the environment. Organizations in the consumer goods industry have adopted a 'continuity' strategy, evident in their policy of increasing talent turnover and a low-risk stance towards investments). Achieving balance in resource allocation across various firms was necessary for survival; this concept was also known as striking a balance between functional levels of strategy and strategic decisions made across business units (Fors, 2020). In other words, the organization's survival and growth constitute its most important organizational goals that require the investment of energy and resources. An organization that does not have survival as a primary goal must reconsider. Thus, the organizational survival goal supports all other objectives, and focusing on this goal contributes to satisfying and implementing other organizational objectives. The concept of survival is an unwritten law for every organization, which implies that every organization must see survival as an absolute condition for serving any interest whatsoever (Adewale et al, 2011).

2.6.2.4 Strategic renewal

Based on these characteristics, strategic renewal can be defined as the process, content, and outcomes of renewing or replacing organizational attributes that have the potential to significantly impact its long-term prospects. The main points of this definition, which do not precisely define the nature of the content, procedure, or result of renewal, have to do with revitalization and replacement as opposed to all forms of change, as well as the organization's long-term prospects (Burhan, 2021) Strategic renewal is defined as the administrative measures taken the organization to align organizational competencies with its environment to meet internal and external challenges(Al-taie and Al-tamimi,2021). The concept of strategic renewal can be further clarified as involving the renewal or replacement of organizational traits, reshaping the organization's resource patterns, changing its competitive strategy or approach, or its product market scope (Ibrahim and Al-kubaisy, 2022).

2.6.2. 5 Organization policy:

The social responsibility of organizations cannot thrive unless the appropriate legal conditions are established, and specific policies are implemented to enhance public trust in the processes and activities they undertake. Many organizations suffer from a lack of proper organization, attributing these obstacles to a lack of communication between the government, economic entities, and civil society. Consequently, policy uncertainty arises through selective application of regulations for political and economic purposes (Cristache and Susanu, 2011). Large-scale organizational management often relies on policies to define undesirable conditions. The monitoring system verifies compliance with these policies by integrating events containing information about its operations. Discovering such undesirable conditions requires integrating events that organizations may be hesitant to share with external entities. Since multi-institutional systems are common in infrastructure, reducing the number of shareable events can promote compliance monitoring and potentially increase the minimum level of security in large-scale systems (Montanari et al, 2012).

2.7 Presentation and interpretation of the results of descriptive analysis of strategic intelligence:

To determine the overall agreement percentage for the strategic intelligence variable, it was found to be (68.8%), which is a moderate percentage and exceeded the standard agreement rate. This confirms that the management within the General Directorate of Traffic has a set of procedures and operations adopted by senior management in dealing with the available information in the internal and external environment. This is to enhance their ability to think systematically and about their specific partnerships and organization, thereby enhancing the motivation of their human resources to work towards achieving the organization's goals. The mean value of strategic intelligence was (3.6), which confirms the General Directorate of Traffic's ability to invest in its strategic intelligence to a high degree statistically, as it exceeded the hypothetical mean (3). The standard deviation value for strategic intelligence reached (1.08), reflecting an acceptable level of agreement among the surveyed sample when answering the strategic intelligence items. This result is consistent with the coefficient of variation for strategic intelligence, which was (0.30), confirming a low level of dispersion among the responses. These results can be summarized in Table 1:

Table 1: Table Ranking the relative importance of strategic intelligence dimensions

Dimension	Percentage of agreement	Arithmetic Mean	Standard Deviation	Coefflcient Of variation	Order of importance
Foresight	%69.8	3.8	1.02	0.27	1
Category	%67.9	3.53	0.97	0.28	2
Future vision	%71.7	3.66	1.09	0.30	3
Motivational	%67.8	3.49	1.13	0.33	5
Systems thinking	%67	3.59	1.21	0.34	4
Strategic intelligence	68.8%	3.6	1.08	0.30	

In terms of importance, when it comes to forecasting, it ranked first with a difference coefficient of (0.27), while partnership came second with a difference coefficient of (0.28). As for future vision, it occupied the third position with a difference coefficient of (0.30). Motivation, on the other hand, came in fourth place with a difference coefficient of (0.33), and systematic thinking ranked last with a difference coefficient of (0.34).

2.8. Presentation and interpretation of the results of descriptive analysis of crisis management:

To determine the overall agreement percentage for the crisis management variable, it was found to be (71.26%), which is a good percentage and exceeds the standard agreement rate. This confirms that the management within the General Directorate of Traffic is prepared to handle crises encountered in their work. They do so by utilizing their available past experiences and human resources to implement their organizational policies and renew the strategies they employ in order to stay operational. The mean value for crisis management reached (3.56), indicating the General Directorate of Traffic's high statistical ability to manage crises effectively. Furthermore, it surpassed the hypothetical mean value (3). The standard deviation value for crisis management was (1.01), reflecting an acceptable level of consistency among the sample respondents when answering crisis management items. This result is consistent with the crisis management difference coefficient, which was (0.26), confirming a lower level of dispersion in responses. These results can be summarized in Table 2.

Table 2: Ranking of the relative importance of crisis management dimensions

Dimension	Percentage of agreement	Arithmetic mean	Standard Deviation	Coefflcient Of variation	Order of importance
Organization policy	%74.8	3.58	0.93	0.25	1
Getting ready	%67.6	3.6	0.91	0.25	1
Experience	%71.7	3.55	0.91	0.26	2
Strategic renewal	%72.2	3.51	0.93	0.27	3
Survival strategy	%70	3.58	1.01	0.29	4
Crisis management	71.26%	3.56	0.93	0.26	

When it comes to the organization's policy, it ranked first with a difference coefficient of (0.25), while after experiences, it ranked second with a difference coefficient of (0.26). As for after strategic renewal, it took the third position with a difference coefficient of (0.27), and lastly, it came after the survival strategy with a difference coefficient of (0.29)."

2.9 Hypothesis testing:

2.9.1 Testing the first main hypothesis:

As we can see from Table (3), there is a correlation between strategic intelligence and the dimensions of crisis management, reaching (0.58**, 0.62**, 0.60**, 0.57**, 0.60**), which are strong and statistically significant positive relationships at the (0.01) level. The correlation between strategic intelligence and total crisis management also reached (0.59**), indicating a positive relationship at the (0.01) significance level. This confirms that strategic intelligence within the General Directorate of Traffic effectively contributes to enhancing their ability to manage crises in the workplace.at the sub-dimension level, the strongest relationships were found between strategic intelligence and preparedness, reaching (0.62**), which means that preparedness responds more strongly than crisis management indicators to strategic intelligence within the General Directorate of Traffic. The weakest relationship was found between strategic intelligence and strategic renewal, reaching (0.57**), which is also a strong and positive relationship .therefore, the above results can be relied upon by the researcher to provide practical justification for accepting the first main hypothesis, which indicated: (There is a statistically significant relationship between strategic intelligence and crisis management within the applied organization's field).

Table 3: Results of correlations between strategic intelligence and crisis management

	experience	Getting ready	Survival strategy	Strategic renewal	Organization policy	Crisis management
Strategic intelligence	**0.58	**0.62	**0.60	**0.57	**0.60	**0.59

2.9.2 Testing the second main hypothesis:

From Table (4), it is evident that the calculated value (f) which illustrates the nature of the impact of strategic intelligence in crisis management is (34.40), exceeding the corresponding tabular value of (7.08), with a statistical significance of (0.01) and within a (99%) confidence interval. This result confirms the statistical significance of the impact of strategic intelligence in crisis management based on the responses of the research sample. The current regression model is capable of describing the causal relationship between strategic intelligence and crisis management significantly. The value (a=0.90) indicates that the General Directorate of Traffic is prepared to manage crises to the extent of (0.90), even when strategic intelligence equals zero. Meanwhile, the value (B=0.84) confirms that a one-unit change in strategic intelligence will result in a change in the General Directorate of Traffic's crisis management capability by (0.84).As for the value of (R^2), it reached (0.35), meaning that (35%) of the variance in the General Directorate of Traffic's crisis management ability is explained by the influence of strategic intelligence as one dimension of strategic intelligence. The remaining (65%) variance is explained by other factors that were not included in the regression model explaining the impact of strategic intelligence on crisis management. Therefore, the results interpreted and discussed enable the researcher to provide the logical justifications and statistical foundations for accepting the second main hypothesis of the research, which stated that "strategic intelligence has a statistically significant effect at the (0.01) significance level on crisis management within the organization in the field of application."

Table 4: The impact of strategic intelligence on crisis management

The explanatory variable and its dimensions	A	B	R^2	F	Moral level	
Strategic intelligence	0.90	0.84	%35	34.40	0.01	There is an effect

3.Discussion of results:

1- The foresight achieved a percentage of agreement of (69.8%), which is a moderate percentage close to good, and it slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.73), indicating that the researched organization moderately values systematic thinking when practicing strategic intelligence within it. The mean value confirmed this with a score of (3.8), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in foresight.as for the standard deviation value for foresight, which reached (1.02), it confirms an acceptable consistency among the individuals in the research sample when answering the foresight paragraphs. The difference coefficient for foresight also matched the standard deviation value, as it reached (0.27), indicating a low dispersion among the responses to the foresight paragraphs.

2- Systematic thinking achieved an agreement percentage of (67%), which is a moderate percentage close to good, and it slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.66), indicating that the researched organization values future vision to a good degree statistically when practicing strategic intelligence within it. The mean value confirmed this with a score of (3.59), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the

management within the General Directorate of Traffic in systematic thinking.as for the standard deviation value for systematic thinking, which reached (1.21), it confirms an acceptable consistency among the individuals in the research sample when answering the systematic thinking paragraphs. The difference coefficient for systematic thinking also matched the standard deviation value, as it reached (0.34), indicating a low dispersion among the responses to the systematic thinking paragraphs.

3- Future vision achieved an agreement percentage of (71.7%), which is a good percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.70), indicating that the researched organization values future vision to a good degree statistically when practicing strategic intelligence within it. The mean value confirmed this with a score of (3.66), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in future vision.as for the standard deviation value for future vision, which reached (1.09), it confirms an acceptable consistency among the individuals in the research sample when answering the future vision paragraphs. The difference coefficient for strategic vision also matched the standard deviation value, as it reached (0.30), indicating a low dispersion among the responses to the future vision paragraphs.

4- Motivation achieved an agreement percentage of (67.8%), which is a moderate percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.67), indicating that the researched organization values motivation to a moderate degree statistically when practicing strategic intelligence within it. The mean value confirmed this with a score of (3.49), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in motivation.as for the standard deviation value for motivation, which reached (1.13), it confirms an acceptable consistency among the individuals in the research sample when answering the motivation paragraphs. The difference coefficient for motivation also matched the standard deviation value, as it reached (0.33), indicating a low dispersion among the responses to the motivation paragraphs.

5- Partnership achieved an agreement percentage of (67.9%), which is a moderate percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.72), indicating that the researched organization values partnership to a good degree statistically when practicing strategic intelligence within it. The mean value confirmed this with a score of (3.53), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in partnership.as for the standard deviation value for partnership, which reached (0.97), it confirms an acceptable consistency among the individuals in the research sample when answering the partnership paragraphs. The difference coefficient for partnership also matched the standard deviation value, as it reached (0.28), indicating a low dispersion among the responses to the partnership paragraphs.

6- Experience achieved an agreement percentage of (71.7%), which is a good percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.74), indicating that the researched organization values experience to a good degree statistically when managing crises within it. The mean value confirmed this with a score of (3.55), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in experience.as for the standard deviation value for experience, which reached (0.91), it confirms an acceptable consistency among the individuals in the research sample when answering the experience-related paragraphs. The difference coefficient for experience also matched the standard deviation value, as it reached (0.26), indicating a low dispersion among the responses to the experience-related paragraphs.

7- Readiness achieved an agreement percentage of (67.6%), which is a moderate percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.75), indicating that the researched organization is moderately prepared statistically to deal with crises within it. The mean value confirmed this with a score of (3.6), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in preparing sufficient readiness. as for the standard deviation value for readiness, which reached (0.91), it confirms an acceptable consistency among the individuals in the research sample when answering the readiness-related paragraphs. The difference coefficient for readiness also matched the standard deviation value, as it reached (0.25), indicating a low dispersion among the responses to the readiness-related paragraphs.

8- Survival strategy achieved an agreement percentage of (70%), which is a good percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.71), indicating that the researched organization values the application of the survival strategy to a good degree statistically when managing crises within it. The mean value confirmed this with a score of (3.58), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in the survival strategy.as for the standard deviation value for the survival strategy, which reached (1.01), it confirms an acceptable consistency among the individuals in the research sample when answering the survival strategy-related paragraphs. The difference coefficient for the survival strategy also matched the standard deviation value, as it reached (0.29), indicating a low dispersion among the responses to the survival strategy-related paragraphs

9- Strategic renewal achieved an agreement percentage of (72.2%), which is a good percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.73), indicating that the researched organization values strategic renewal to a high degree statistically. The mean value confirmed this with a score of (3.51), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in strategic renewal.as for the standard deviation value for strategic renewal, which reached (0.93), it confirms an acceptable consistency among the individuals in the research sample when answering the strategic renewal-related paragraphs. The difference coefficient for strategic renewal also matched the standard deviation value, as it reached (0.27), indicating a low dispersion among the responses to the strategic renewal-related paragraphs.

10- The organization's policy achieved an agreement percentage of (74.8%), which is a good percentage and slightly exceeded the standard agreement rate of (66.7%). Its relative importance within the General Directorate of Traffic was (0.75), indicating that the researched organization values the use of the organization's policy to a good degree statistically when managing crises within it. The mean value confirmed this with a score of (3.58), which is higher than the hypothetical mean value of (3), affirming the high statistical interest of the management within the General Directorate of Traffic in organizational policies.as for the standard deviation value for the organization's policy, which reached (0.93), it confirms an acceptable consistency among the individuals in the research sample when answering the organization's policy-related paragraphs. The difference coefficient for the organization's policy also matched the standard deviation value, as it reached (0.25), indicating a low dispersion among the responses to the organization's policy-related paragraphs.

4.Conclusions:

1- The results of the analysis show that the General Directorate of Traffic has a set of procedures and processes adopted by top management to deal with available information in both the internal and external environments. This is done to engage in strategic foresight and determine the future vision, enhancing their ability to think systematically and about their partnerships, both within and outside their organization. This, in turn, boosts the motivation of their human resources to work towards achieving the organization's goals.

2- The analysis results also indicate a clear interest on the part of the General Directorate of Traffic in identifying the nature of changes and developments occurring in the variables of the organization's surrounding environment. This is done to provide the necessary information for decision-making and formulate strategies capable of enhancing the organization's adaptability to these developments with a high degree of flexibility.

3- Furthermore, it is evident from the analysis results that the General Directorate of Traffic places a clear emphasis on analyzing and interpreting information related to the successive developments that occur within its internal and external context. This contributes to strengthening its ability to implement its strategic plans and achieve the goals it strives for.

4- Also, there is clear care by the General Directorate of Traffic on the current outcomes of the organization and how to improve and develop its services compared with the ideal state that the organization aims to achieve in the future.

5- It can be inferred from the analysis results that the General Directorate of Traffic employs a set of internal and external drivers to incentivize human resources toward adopting a range of positive behaviors. These behaviors contribute to the realization of the organization's specific strategies.

6- The analysis results confirm that there is an emphasis by the management within the General Directorate of Traffic on the management and coordination of a set of its activities through collaboration with various other organizations operating within the same sector. This is aimed at enhancing its ability to address the challenges it faces in its work.

7- The analysis's findings showed that the General Directorate of Traffic was interested in leveraging the variety of experiences from its personnel's prior professional and personal experiences in order to enhance their performance.

8- The General Directorate of Traffic is adequately prepared and able to adjust to emergencies, deal with them, resolve them, and make sure they don't get worse.

9- The analysis's findings verified the investigated organization's desire in developing unique survival techniques that would allow it to carry out its operations and activities even in the face of emergencies.

10- The analysis's findings make it abundantly evident that the firm under investigation is keen to make numerous strategic changes to the operations and activities it conducts in order to raise the caliber of services it offers to customers.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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الذكاء الاستراتيجي وتأثيره في ادارة الازمات

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مستخلص البحث:

الغرض الرئيسي لهذا البحث هو تشخيص الدور الذي يمارسه الذكاء الاستراتيجي من خلال ابعاده الخمسة (الاستشراف، التفكير النظمي، الرؤية المستقبلية، الدافعية، والشراكة) في تعزيز قدرة المنظمات على ادارة الازمات، اذ اكدت مشكلة البحث على انخفاض الوعي باهمية توظيف الذكاء الاستراتيجي في التصدي للازمات التي تواجه المنظمة ميدان التطبيق، لذا فان اهمية البحث تتمثل بتقديم مجموعة من الآليات التي تسهم في معالجة هذه المشكلة، كما يسعى البحث الى تحقيق جملة من الاهداف التي تتمثل بتشخيص واقع تطبيق الذكاء الاستراتيجي وادارة الازمات داخل المنظمة المبحوثة. ومن اجل تحقيق اهداف البحث تم استخدام المنهج الوصفي التحليلي في انجازه بجوانبه النظرية والتطبيقية، وقد استخدمت الاستبانة كاداة رئيسة لجمع البيانات التي تم توزيعها على عينة (118) من العاملين داخل المديرية العامة للمرور، وبعد معالجة البيانات من الناحية الاحصائية وباستخدام مجموعة من مقاييس النزعة المركزية (نسبة الاتفاق، الوسط الحسابي، الانحراف المعياري، معامل الاختلاف، والاهمية النسبية)، وكذلك معامل الارتباط والانحدار الخطي البسيط المتاحة ضمن البرنامج الاحصائي الجاهز (SPSS-V23)، تم الخروج بجملة من النتائج اكدت على معنوية التاثير الذي يمارسه الذكاء الاستراتيجي في تعزيز قدرة العاملين داخل المديرية العامة للمرور على التصدي للازمات التي تعرقل قدرتهم على تنفيذ الانشطة والمهام الموكلة اليهم، وعليه فقد اوصى الباحث بضرورة بناء قواعد بيانات ومعلومات يمكن الاستناد اليها في تعزيز مستويات الذكاء الاستراتيجي الخاص بالمديرية العامة للمرور، وبالشكل الذي يعزز من قدرتها على وضع الآليات اللازمة للتعامل مع الازمات التي يمكن ان تواجهها في العمل، ومن ثم التصدي لها في مراحلها المبكرة.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسة للبحث: الذكاء الاستراتيجي، ادارة الازمات، المديرية العامة للمرور.