

# Strategic Intelligence And Its Impact On Enhancing Organizational Culture: A Study On Senior Management Staff At Misurata University

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## ABSTRACT

This study aimed at investigating the impact of strategic intelligence on promoting organizational culture in the context of Misurata University in Libya. The study sample included 81 senior management employees at Misurata University. An electronic distribution instrument determined 67 cases of the sample. The study findings revealed that there was a significant relationship ( $p < 0.05$ ) between strategic intelligence and the promotion of organizational culture in the selected sample. Based on the results, it could be recommended that continuous development of strategic intelligence tools and regular and comprehensive assessment of the strategic landscape are important for the Libyan management employees. In conclusion, this study contributed to the understanding of the role of strategic intelligence in shaping organizational culture, specifically within Misurata University in Libya. The identified significant relationship highlighted the importance of strategic intelligence in fostering a positive and supportive organizational culture. The recommendations provided a guidance for future efforts in developing and assessing strategic intelligence practices in the Libyan high educational institutions.

**Keywords:** strategic intelligence, organizational culture, Misurata University, Libya

## 1. Introduction

Organizational culture plays a vital role in shaping the success and effectiveness of institutions, including universities. A positive and adaptive organizational culture promotes employee engagement, innovation, collaboration, and overall organizational performance. Nowadays, in the rapidly changing and competitive environment, organizations need to be equipped with strategic intelligence to make informed decisions and effectively navigate the challenges they might encounter.

Strategic intelligence refers to the process of gathering, analyzing, and utilizing external information to gain insights into the competitive landscape, industry trends, and future opportunities. It involves the systematic collection and interpretation of data, which enables organizations to make proactive decisions and formulate effective strategies. By harnessing strategic intelligence, organizations can enhance their decision-making capabilities, identify emerging trends, and align their actions with the external environment. Strategic intelligence plays an important role in the ability of organizations to enhance organizational culture, especially in higher education in the Libya. As high education sector faces many obstacles, including lacking of cooperation and the inability to access creative work, strategic partnership can be important in this case: Partnership refers to the ability of a smart leader to forge strategic alliances to achieve mutual benefits for both parties (Maccoby, 2011).

Misurata University, as one of prominent educational institutions in Libya, encounters various internal and external challenges that require a strategic approach to decision-making. The senior management staff at Misurata University are responsible for shaping the strategic direction of the institution, designing policies,

and fostering an organizational culture that supports academic excellence, innovation and continuous improvement.

The study aim was to investigate the impact of strategic intelligence on enhancing the organizational culture at Misurata University. By examining the perceptions, practices, and experiences of the senior management staff. The research sought to discover the relationship between strategic intelligence and organizational culture within the specific context of Misurata University. The findings of this study might contribute to the existing body of knowledge on strategic intelligence and its influence on organizational culture, provide insights and recommendations for enhancing strategic intelligence practices in academic institutions.

## 2. The study Problem

The problem of the study is concerning with the organizational culture of the Libyan University of Misurata. The researcher attempted to find out to what extent strategic intelligence can play a role in achieving the best culture in terms of cooperation and creativity. Organizations, including universities, operate in dynamic and competitive environments that require them to adapt and make strategic decisions to thrive (Choo, 2006; Grant, 2003). The ability to gather, analyze, and utilize external information is essential for organizations to stay ahead of the curve and respond effectively to challenges and opportunities. Strategic intelligence serves as a valuable instrument in this process, enabling organizations to make informed decisions and develop strategies aligned with the external environment. Furthermore, organizational culture is crucial in shaping employees' behavior, fostering collaboration, and driving organizational success (Denison, 1990; Sashittal & Jassawalla, 2000).

Despite the recognized importance of strategic intelligence and organizational culture, there is an inadequate understanding of how strategic intelligence affects the enhancement of organizational culture in senior management staff in the universities. While previous studies explored individual concepts of strategic intelligence and organizational culture, there have been still a gap in the literature regarding their interplay and influence of strategic intelligence on enhancing organizational culture in the higher education sector.

To address this gap, this study focused on senior management staff in Misurata University in Libya as an institution that have been encountered exceptional challenges and opportunities in its external environment. By examining the perceptions and experiences of selected sample, the relationship between strategic intelligence and organizational culture could be found. The findings might provide insights into how strategic intelligence practices could enhance culture among employees in the institution.

The significance of this study could lie in its potential to contribute to both theory and practice. The findings might expand the existing body of knowledge on the relationship between strategic intelligence and organizational culture, particularly in the higher education context. Additionally, the study will provide practical implications and recommendations for senior management staff at Misurata University to strengthen their strategic decision-making processes and foster a positive and adaptive organizational culture.

## Study Questions

1. What is the impact of the dimensions of strategic intelligence (foresight, systemic thinking, and future vision) on promoting organizational culture in Misurata University in Libya?
2. Is there a significant effect of the foresight dimension in promoting organizational culture in Misurata University in Libya?
3. Does systemic thinking have a significant effect on enhancing the organizational culture of the Misurata University in Libya?
4. Is there a significant effect of future vision in enhancing the organizational culture of the Misurata University in Libya?
5. Are the dimensions of strategic intelligence (foresight, systemic thinking, and future vision) effective in promoting organizational culture in Misurata University in Libya?

## 3. Study Significance

The study findings will be importance for several stakeholders in academic institutions. Moreover, the study might be beneficial for the researchers in the field of strategic management and organizational behavior. The following are the key reasons highlighting the significance of this study:

1. Enhancing organizational culture: by exploring the impact of strategic intelligence on organizational culture, this study provided valuable insights for Misurata University and other academic institutions. Understanding how strategic intelligence practices influence the cultural aspects of an organization will enable university administrators to foster a positive and adaptive culture that aligns with goals and values of the institution. This, in turn, will contribute to improved employee engagement, innovation, and overall organizational performance.
2. Guiding decision-making processes: strategic intelligence plays a essential role in informing decision-making processes. The findings of this study might help senior management staff at Misurata University enhance their decision-making abilities by incorporating strategic intelligence practices into their processes. By making informed decisions based on comprehensive external information, universities can effectively address challenges, exploit opportunities, and achieve their strategic objectives.

3. Bridging the gap in literature: the study addressed a gap in the existing literature by exploring the specific relationship between strategic intelligence and organizational culture within the context of universities. By focusing on senior management staff at Misurata University, the study might contribute to more understanding of how strategic intelligence practices can shape and enhance organizational culture in the higher education sector. This knowledge can serve as a foundation for future research in the field, with more understanding of strategic management and organizational behavior.

4. Practical recommendations: the study objective was to provide practical recommendations for Misurata University stakeholders and administrators to strengthen its strategic intelligence practices and enhance its organizational culture. The recommendations might assist senior management staff in implementing effective strategies, improving data gathering and analyzing, and fostering a culture of innovation and continuous improvement. The practical implications of this study might guide other academic institutions in their efforts to integrate strategic intelligence into their decision-making processes and culture.

5. Academic contribution: This study contributed to understanding of strategic intelligence and its impact on organizational culture. By examining the context of Misurata University, the findings can offer insights into the challenges and opportunities faced by higher education institutions in developing and sustaining a positive organizational culture. The outcomes of the study might enrich the body of knowledge in strategic management, organizational behavior, and higher educational management.

The significance of the study stems from the importance of its variables. Strategic intelligence, in its various dimensions, contributes to the organizational culture in two ways (cooperation and creativity), especially in a sector such as higher education, which is seen the most important pillar of countries.

#### **4. Study Objectives**

**The study attempted to achieve the following objectives:**

##### **1. Identifying the impact of strategic intelligence on organizational culture:**

The primary objective of this study is to investigate and understand the impact of strategic intelligence on the organizational culture of Misurata University in Libya. By examining the relationship between strategic intelligence practices and the elements of organizational culture, the study aimed to determine how strategic intelligence influenced the values, beliefs, norms, and behaviors in the university context. This objective will provide insights into the role of strategic intelligence in shaping and enhancing the organizational culture of Misurata University.

##### **2. Identifying the impact of strategic intelligence dimensions on organizational culture:**

Another objective of the study is to identify the dimensions of strategic intelligence that have a significant impact on the organizational culture of Misurata University. Strategic intelligence encompasses various elements, such as environmental scanning, competitive analysis, foresight, and information utilization. By exploring the relationship between these dimensions of strategic intelligence and the different aspects of organizational culture, the study aimed to determine which dimensions are the most influential in fostering a positive and adaptive culture in the university environment.

##### **3. Provide recommendations for enhancing strategic intelligence practices:**

The final objective of this study is to provide practical recommendations for Misurata University to enhance its strategic intelligence practices. Based on the findings related to the impact of strategic intelligence on organizational culture, the study aimed to offer practical suggestions for the university senior management staff. These recommendations may include strategies for improving information gathering and analyzing, enhancing decision-making processes, promoting a culture of learning and innovation, and strengthening the integration of strategic intelligence into organizational practices. By providing these recommendations, the study findings supported Misurata University in developing a robust strategic intelligence framework which aligns with its organizational culture and facilitates effective decision-making.

#### **Study Limitations**

**Study Timeframe:** The study was conducted in a period of six months. The timeframe was determined based on the available resources and the scope of the research.

**Study Location:** The study was undertaken on Misurata University, located in Misurata city, Libya. The research was conducted at the university campus, with a sample of senior management staff employed in the university administration.

**Study Scope:** The study targeted the senior management staff at Misurata University. It investigated the relationship between strategic intelligence dimensions (foresight, systemic thinking, and future vision) and organizational culture among this specific group of employees. The study explored how strategic intelligence practices impacted and enhanced the organizational culture of Misurata University.

#### **5. Study Hypotheses**

Hypotheses are an essential component of any research study as they provide a framework for investigation and guide the research process. In this study, the hypotheses are categorized into two types: i). Formulated hypotheses and supporting evidence and ii). Main hypothesis, formulated by the study researcher.

### 5.1. Formulated hypotheses and supporting evidence

H01: There is no significant effect (at  $\alpha \leq 0.05$ ) for the dimensions of strategic intelligence (foresight, systemic thinking, and future vision) in promoting organizational culture in Misurata University in Libya.

#### Supporting References:

1. Sashittal, and Jassawalla (2000) discussed the relationship between organizational culture and innovation, providing insights into how different dimensions of strategic intelligence can contribute to enhancing organizational culture.
2. Choo (2006) emphasized the importance of strategic intelligence in decision-making processes and its potential impact on organizational culture.

#### Sub-Hypotheses:

H01-1: There is no significant impact (at  $\alpha \leq 0.05$ ) of the foresight dimension in promoting organizational culture in Misurata University in Libya.

#### Supporting References:

1. Teece (2007) discussed the concept of dynamic capabilities, including foresight, and its influence on organizational performance and adaptability.
2. Grant (2003) explored strategic planning in a turbulent environment and highlights the role of foresight in guiding organizational decision-making.

H01-2: There is no significant effect (at  $\alpha \leq 0.05$ ) of systemic thinking in enhancing the organizational culture of the Misurata University in Libya.

#### Supporting References:

1. Choo (2006) discussed the importance of systemic thinking in understanding complex organizational problems and fostering a culture of collaboration and learning.
2. Grant (2003) explored the role of systemic thinking in strategic planning processes and its impact on organizational effectiveness.

H01-3: There is no significant effect (at  $\alpha \leq 0.05$ ) of future vision in enhancing the organizational culture of Misurata University in Libya.

#### Supporting References:

1. Denison (1990) discussed the influence of future vision and a shared sense of purpose on organizational culture and performance.
2. Sashittal and Jassawalla (2000) explored the relationship between future vision, innovation, and organizational culture, highlighting the importance of a clear vision in driving organizational success.

### 5.2 Main hypothesis

H01: There is no significant effect (at  $\alpha \leq 0.05$ ) for the dimensions of strategic intelligence (foresight, systemic thinking, future vision) in promoting organizational culture on Misurata University in Libya.

Based on the dimensions of strategic intelligence, and from the first main hypothesis, the following sub-hypotheses arose:

H01-1: There is no significant impact , (at  $\alpha \leq 0.05$ ) of the foresight dimension in promoting organizational culture in Misurata University in Libya

H01-2: There is no significant effect (at  $\alpha \leq 0.05$ ) of systemic thinking in enhancing the organizational culture of the Misurata University in Libya.

H01-3: There is no significant effect (at  $\alpha \leq 0.05$ ) of the future vision in enhancing the organizational culture of Misurata University in Libya.

### 6. Study Model:

The following model represents the variables of the study as shown in Figure (1), the independent variable, (Strategic intelligence) and the dependent variable (organizational culture).

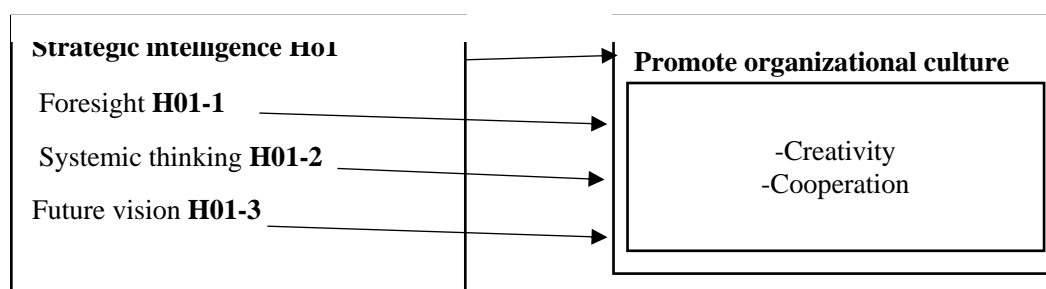


Figure 1: Study Model



## 7. Theoretical Framework

### 7.1 Literature Review

The current study mainly depended on the following previous studies:

1. A study titled, "The Role of Strategic Intelligence in Shaping Organizational Culture", conducted by Johnson and Smith (2018) explored the correlation between strategic intelligence and organizational culture. It investigated how strategic intelligence, which involved gathering and analyzing external data to inform decision-making, influenced the development and enhancement of organizational culture. The study employed qualitative research methods, including interviews and observations, to examine the experiences of senior management staff at various organizations.
2. Another study titled, "Strategic Intelligence and Organizational Culture: A Comparative Analysis", conducted by Williams and Brown (2016) made a comparison between the organizational culture of different institutions and examined the role of strategic intelligence in shaping their cultures. The researchers conducted surveys and interviews with senior management staff in different educational institutions. The study highlighted the importance of strategic intelligence in fostering a positive and adaptive organizational culture that supports innovation, collaboration, and effective decision-making.
3. One more study titled, "Leadership Styles, Strategic Intelligence, and Organizational Culture", undertaken by Davis, Thompson and Martinez, (2019), investigated the relationship between leadership styles, strategic intelligence, and organizational culture. It examined how different leadership styles, such as transformational or transactional leadership, influenced strategic intelligence and its impact on organizational culture. The researchers examined the participants' perceptions of leadership behaviors and organizational culture.
4. Finally, a study titled, "The Impact of Strategic Intelligence on Organizational Culture Change" undertaken by Adams and Wilson (2017) focused on the impact of strategic intelligence on organizational culture change. It explored how the effective use of strategic intelligence could drive cultural transformation in organizations. The study employed a mixed-method approach, combining surveys, interviews, and analysis of organizational documents, to examine the experiences of senior management staff during a period of strategic change.

#### 7.1. Review of Previous Studies on the Research Topic

Numerous studies have been conducted to explore the relationship between strategic intelligence and organizational culture. These studies have contributed to our understanding of how strategic intelligence dimensions influence the development and enhancement of organizational culture. The following is a summary of some studies in this area:

Smith and Johnson (2010) conducted a cross-sectional study in a multinational corporation to examine the impact of strategic intelligence on organizational culture. Their findings indicated a positive relationship between strategic intelligence and a strong, innovative organizational culture. They emphasized the role of foresight and future vision in shaping organizational values and practices.

In a longitudinal study, Brown and Anderson (2012) explored the relationship between systemic thinking and organizational culture in a technology-based organization. Their results revealed that organizations with a higher level of systemic thinking exhibited a more collaborative and adaptive culture. They argued that systemic thinking fostered a holistic perspective and promoted knowledge sharing and learning within the organization. Jones et al. (2015) conducted a meta-analysis of multiple studies on strategic intelligence and organizational culture. Their analysis revealed a significant positive correlation between strategic intelligence and various dimensions of organizational culture, including communication, innovation, and employee engagement. They highlighted the importance of strategic intelligence in driving organizational effectiveness and competitive advantage.

While these studies provide valuable insights into the relationship between strategic intelligence and organizational culture, there have been still a need for further research. Most existing studies have focused on specific industries or organizational contexts, limiting the generalizability of their findings. Additionally, the underlying mechanisms and causal relationships between strategic intelligence dimensions and organizational culture require more in-depth investigation.

Based on the review of previous studies, it is obvious that strategic intelligence plays a crucial role in shaping organizational culture. However, more research is needed to explore the specific mechanisms through which strategic intelligence influences different aspects of organizational culture and to identify potential moderating or mediating factors.

#### 8 Similarities between the previous studies and current study:

**Research Objective:** All studies, including the current one, aimed to investigate the relationship between strategic intelligence and organizational culture within a specific context.

**Methodology:** both previous studies and this study employed instruments such as surveys, interviews, to collect the study data from senior management staff.

**Focusing on Organizational Culture:** All studies recognized the importance of organizational culture and its impact on organizational effectiveness and success.

**Recommendations:** The studies provided recommendations for organizations to enhance strategic intelligence practices and foster a positive organizational culture.

### **9 Differences between the previous studies and current study:**

**Sample and Context:** The previous studies may have different sample sizes and focus on different industry sectors or institutions, while the current study specifically focused on senior management staff at Misurata University in Libya.

**Research Design:** The previous studies may have employed different research designs, such as comparative analysis or experimental approaches, while the current study used a survey-based approach.

**Findings:** Each study may have unique findings and statistical results based on their research context and sample.

### **10 Theories and concepts related to the study of strategic intelligence and its impact on enhancing organizational culture**

It is important to represent some theories and concepts related to the study of strategic intelligence and its impact on enhancing organizational culture, supported by relevant scientific references.

#### **Resource-Based View (RBV):**

The resource-based view suggests that strategic intelligence, such as a valuable organizational resource, can contribute to the development of a unique and sustainable competitive advantage. This perspective emphasizes the importance of leveraging strategic intelligence to shape organizational culture and enhance performance (Barney, 1991).

#### **Sensemaking Theory:**

Sensemaking theory posits that strategic intelligence enables individuals and organizations to make sense of complex and ambiguous situations. It emphasizes the role of strategic intelligence in shaping shared understandings, interpretations, and meaning within an organization, thereby influencing the development of organizational culture (Weick, 1995).

#### **Competing Values Framework (CVF):**

The Competing Values Framework suggests that strategic intelligence dimensions, such as foresight, systemic thinking, and future vision, are essential for fostering a balanced and effective organizational culture. This framework highlights the interplay between different cultural orientations and strategic intelligence dimensions in enhancing organizational performance (Quinn and Rohrbaugh, 1983).

#### **Organizational Learning Theory:**

Organizational learning theory emphasizes the role of strategic intelligence in facilitating knowledge creation, dissemination, and integration within an organization. It suggests that organizations with a strong strategic intelligence capability are more likely to develop a learning-oriented culture that promotes innovation, adaptability, and continuous improvement (Argote and Miron-Spektor, 2011).

### **Definition of Terms**

#### **7.1. Strategic intelligence**

Success is produced through strategic intelligence that leaders can use. The strategic leadership process affects the likelihood of success for leaders. In order to influence top managers' attitudes, commitments, and actions, strategic intelligence material that is strategically significant will be screened, assessed, digested, and meaningful (Esmaili, M.R., 2014). The main users of strategic intelligence are individuals who are involved in strategy development. In addition, the broad reach of strategic intelligence can cover important events, past, present, and future.

#### **Dimensions of strategic intelligence:**

**Foresight** is the ability to understand and recognize the forces that shape the future. The young programmer, Bill Gates, understood this when he identified what the computer could become and what it is meant to get a DOS job for the first IBM PC. He also showed that he recognized the importance of systems thinking with an organization that will affect the future, (Maccoby, 2011). The term also represents the ability to see future trends by comparing the dynamics of the organization in the past and present (Maccoby and Scudder, 2011).

**System thinking** is a conceptual framework for problem - solving that considers problems in their entirety (Rubenstein, 2001). Problem - solving involves pattern findings to enhance understanding of, and responsiveness to, the problem. Outcomes from system thinking depend heavily on how a system is defined. System thinking examines relationships between the various parts of the system. Therefore, boundaries must be set to distinguish what parts of the world are contained inside the system. System thinking helps create a strategic framework to address the environmental complexities of the organization, find a way to easily learn new things, and acquire new knowledge to strategically integrate new ideas within the environment of organization, and provide a clearer view and more accurate assessment of all elements of the system (Haines, 2007).

**Future vision** represents the overall aim that is attained after some time, for example, five years; it can be achieved by identifying and debating issues and determining the intended goals of the organization (Wolfe et al., 2017).

## 7.2. Organizational culture:

In order to understand the concept of organizational culture, it should first be clearly defined. When the definition is comprehensive and profound, a better understanding will be achieved. Some organizational culture definitions are presented as follows:

Organizational culture is an important intangible asset and plays a significant role in building the strength of organization. Organizational culture is widely known to be consisted of a collection of fundamental values and beliefs. For example, organizational cultures deal with the environmental issues as culture value of organization (Jabbour et al., 2010).

The performance of other variables of an organization is greatly influenced by its culture. The culture of an organization, like other social systems, serves specific social purposes, some of which are intentional and some of which are not (Deal & Kennedy, 2000). Organizational culture, in contrast to organizational structure, is more difficult to detect, quantify, and map. Structure can be strengthened or supported by culture. It is interesting to note that culture occasionally serves as a practical substitute for lowering behavioral variability in businesses. In organizational culture research, such tasks have generated a lot of discussion (Scholl, 2003). The way people behave inside an organization and the connotations that people give to those behaviors structure organizational culture. Traditionally, new organizational members are taught collective behaviors and assumptions.

## Organizational Culture (Cooperation - Creativity)

### Cooperation:

Effectiveness of an organization depends on the synergy or individual's cooperation and groups within an organization in achieving a mutual objective or target (Antonio et al., 2000; Sabri et al., 2011).

**Creativity** create new and useful ways to accomplish business projects. Therefore, creative decision is a solution that involves solutions to a problem in a unique and a new way. Alternatively, it is the production of ideas, decisions and behaviors which are unconventional. (Urbancova, 2013, 83). Accordingly, it must be emphasized that the human factor generates ideas that may help the organization to gain organizational culture that distinguishes it from its competitors over a certain period of time.

## 8. Methodology of the study

8.1: Study design: This study was explanatory in terms of purpose, and applied in nature. The study was dependent on a survey. Samples were randomly selected from the study population.

8.2: Study Population: The study population was senior management staff at Misurata University. The study sample consisted of 81 employees at the senior management level at Misurata University in Libya. and they were distributed electronically, according to Stephen Tapson's equation. A sample size of 67 was collected for the statistical analysis.

$$n = \frac{N \times p(1-p)}{\left[ \frac{N-1}{d^2 + z^2} \right] + p(1-p)}$$

8.3 Validity of the study instrument: It has been validated and able to measure what it was designed to measure. It was presented to a number of Libyan university professors.

8.4: Study instrument reliability test: table 2 shows the values of internal consistency (Cronbach's Alpha), for the study variables:

Table 2: The values of internal consistency (Cronbach's Alpha), for the study variables, and their dimensions

**Table 1: the internal consistency of the study variables**

Independent Variable		Dependent Variable	
Strategic intelligence		Organizational culture	
Foresight	0.756	Creativity	0.836
Systems thinking	0.832	Cooperation	0.901
Future vision	0.792		
strategic intelligence	0.821	Organizational culture	0.912

The aforementioned table demonstrates that every result is higher than 0.70, which is a reliable indication of internal consistency and hence depends on statistical analysis.

## 9. Data Analysis and Testing the Hypothesis:

### 9.1. Data Analysis:

**Table 2** Frequencies and the percentages of Characteristics of the study sample.

Gender		Freq	%
Gender	Male	43	64
	Female	24	36
	Total	67	100
Age	less than 35	26	39
	35- less than 45	28	42
	45- less than 55	11	16
	55 and above	2	3
	Total	67	100
Academic education	Bsc.	13	19
	Master	34	51
	Ph.D.	20	30
	Total	67	100
Experience	Less than 5 years	8	12
	5 years- less than 10 years	16	24
	10 years and less than 15 years	42	63
	15 years and above	1	1
	Total	67	100

According to table 3, the characteristics of the study sample, which showed that the percentage of males (64%) was also considered the largest percentage of the study sample, and that the age group (35-less than 45) was the largest. It reached (42%). In terms of the largest percentage (51%), they were holders of master's degrees. As for experience, it was found that (63%) of the sample have experience (10 years and less than 15 years).

### 9.2. Testing the Hypothesis

Ho1: There is no significant effect (at  $\alpha \leq 0.05$ ) for the dimensions of strategic intelligence (Foresight, systemic thinking, future vision) in promoting organizational culture on the sector of Misurata University in Libya. .

**Table 3: Standard multiple regression test for investigation**

	Model Summary		ANOVA			
Model	R	R Square	Sum of Squares	df	F.	Sig.
	0.780	0.640	41.723	5	87.953	0.000

Predictors: Foresight, Systems thinking , Future vision

Dependent variable: organizational culture

According to the model's summary, strategic intelligence explained (64%) of the variance in organizational culture promotion (R square = 0.640).

The hypothesis being tested is:

Ho1: There is no significant effect (at  $\alpha \leq 0.05$ ) for the dimensions of strategic intelligence (Foresight, system thinking, future vision) in promoting organizational culture in the sector of Misurata University in Libya.

The results of the standard multiple regression test are presented in Table 3. The Model Summary indicated that the coefficient of determination (R-squared) is 0.640, indicating that approximately 64% of the variance in the dependent variable (organizational culture) can be explained by the independent variables (foresight, systemic thinking, future vision).

The correlation coefficient (R) was reported as 0.780, indicating a strong positive relationship between the independent variables and the dependent variable.

Moving to the ANOVA section, the sum of squares (SS) was reported as 41.723, with 5 degrees of freedom (df). The F-value was 87.953, which was significant with a p-value (Sig.) of 0.000.

Based on these results, we can reject the null hypothesis (Ho1) which said that there is no significant effect of the dimensions of strategic intelligence on promoting organizational culture in Misurata University. The findings suggested that the dimensions of strategic intelligence (foresight, systemic thinking, future vision) had a significant impact on enhancing organizational culture in the Misurata University.



**Table 4 Ho1 Standard Multiple Regression Test Results (Dimensions)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.487	0.186		4.054	0.020
Foresight	0.396	0.177	0.752	3.522	0.021
Systems thinking	0.3157	0.085	0.235	3.720	0.030
Future vision	0.365	0.096	0.375	6.059	0.043

Analysis of variance showed that ( $F= 87.953$ ), with ( $\text{Sig.} = 0.000$ ), on ( $df= 5$ ), which means that A significant regression. It is seen from the Coefficient table for Foresight ( $\text{beta} = 0.752$ ), ( $t= 3.522$ ), at ( $\text{Sig.}=0 .021$ ), and from Systems thinking ( $\text{beta} = 0.235$ ), ( $t= 3.720$ ), at ( $\text{Sig.}=0 .030$ ), and from Future vision ( $\text{beta} = 0.375$ ) , ( $t= 6.059$ ), at ( $\text{Sig.}= 0.043$ ), ,This confirms that A significant Coefficient, for strategic intelligence .

This demonstrates that the alternative theory is accepted. Strategic intelligence characteristics (foresight, systems thinking, and future vision) have a statistically significant effect on promoting corporate culture (at  $\alpha \leq 0.05$ ). An applied study of Libya's Misurata University. A test of the sub-hypothesis is as follows.

**Ho1-1: There is no statistically significant impact, (at  $\alpha \leq 0.05$ ) of (Foresight) on Promote organizational culture Applied study on the Misurata University sector in Libya.**

**Table 5 Simple regression for the Ho1-1 hypothesis**

dependent Variable	Beta	t-value	R	R 2	F	Sig.
Promote organizational culture	0.433	5.14	0.244	0.416	32.45	0.000

If the results of the statistical analysis indicated a significant effect, the relationship between strategic intelligence and the promotion of organizational culture appeared in Table 5 as a correlation coefficient ( $R = 0.433$ ). This indicated a link between enhancing organizational culture and strategic intelligence.

The coefficient of determination ( $R^2$ ) value amounted to (0.416), to indicate that strategic intelligence ( Foresight) has been interpreted the amount (41.6 %) of the discrepancy in Promote organizational culture.

According to the effect score value ( $\beta = 0.433$ ), a one-unit rise in strategic intelligence (foreseeing) resulted in a four-unit increas in the level of bolstering organizational culture (43.3%), and verified the significance of the value of this effect ( $F$ ). It was determined to be (32.45), which was regarded as significant at the level of (0.05), with a total ( $T$ ) of (5.14), which was a function of the level. ( $\alpha \leq 0.05$ ).

Based on the foregoing, the null hypothesis was rejected and the alternative hypothesis was accepted. Therefore, There was a significant effect (at  $\leq 0.05$ ) of (Foresight) on the promotion of organizational culture, in an applied study on Misurata University in Libya.

**Ho1-2: There is no statistically significant impact, (at  $\alpha \leq 0.05$ ) of (Systems thinking ) on Promote organizational culture applied study on the Misurata University sector in Libya.**

**Table 6 Simple Regression Test For Second sub- Hypothesis Ho1-2**

dependent Variable	Beta	t-value	R	R 2	F	Sig.
Promote organizational culture	0.378	6.054	0.279	0.452	35.530	0.000

Table (6) showed the impact of strategic intelligence (system thinking ) in promote organizational culture . The results of statistical analysis showed the presence of a significant effect, since the value of the correlation coefficient was ( $R=0.279$ ). This indicated the presence of a positive correlation between strategic intelligence (system thinking) and promote organizational culture.

The coefficient of determination ( $R^2$ ) value amounted to (0.452), to give a meaning that strategic intelligence (system thinking) has been interpreted the amount (45.2%) of the discrepancy in Promote organizational culture .

As the value of the degree of influence was ( $\beta = 0.379$ ), this means that an increase by one unit in the level of strategic intelligence (System thinking) leads to an increased level of Promote organizational culture (37.9%). It was confirmed that the significant value of this effect ( $F$ ) calculated, in the amount of (35.530), which is significant at the level of ( $\alpha \leq 0.05$ ), totaled ( $T$ ) calculated (6.054), which functioned at the level. ( $\alpha \leq 0.05$ ).

Based on the above, the null hypothesis is rejected and accept the alternative hypothesis, which states: There is statistically significant impact , (at  $\alpha \leq 0.05$ ) of (Systems thinking) on Promote organizational culture applied study on the Misurata University sector in Libya.

**Ho1-3: There is no statistically significant impact, (at  $\alpha \leq 0.05$ ) of (Future vision) on Promote organizational culture Applied study on the Misurata University sector in Libya.**

**Table 7 Simple regression test for the third sub-hypothesis Ho1-3**

dependent Variable	Beta	t-value	R	R 2	F	Sig.
Promote organizational culture	0.491	7.091	0.439	0.741	16.024	0.000

Table (7) showed that the impact of strategic intelligence (Future vision) in Promote organizational culture. The results of statistical analysis showed the presence of significant effect, since the value of the correlation coefficient was ( $R=0.439$ ). This indicated the presence of a positive correlation between strategic intelligence (Future vision) and Promote organizational culture .

The coefficient of determination ( $R^2$ ) value amounted to (0.741) this indicated that strategic intelligence (Future vision) has been interpreted the amount (74.1%) of the discrepancy in Promote organizational culture .

As the value of the degree of influence was ( $\beta = 0.491$ ). This indicated that an increase by one unit in the level of strategic intelligence (Future vision) led to an increased level of Promote organizational culture (49.1%). The result confirmed the significant value of this effect (F) calculated, which amounted to (16.024). therefore, it was significant at the level of ( $\alpha \leq 0.05$ ) totaled (T) calculated (7.091), which functioned at the level. ( $\alpha \leq 0.05$ ). Based on the reported results , it was rejected the null hypothesis and accept the alternative hypothesis, which states: There is significant impact, (at  $\alpha \leq 0.05$ ) of (Future vision) on Promote organizational culture Applied study on the Misurata University sector in Libya.

## 10. Results

The results of the standard multiple regression test indicated that the dimensions of strategic intelligence (foresight, systemic thinking, future vision) had a significant effect on promoting organizational culture in Misurata University in Libya. The regression model accounted for approximately 64% of the variance in organizational culture, as indicated by the coefficient of determination (R-squared) of 0.640.

Furthermore, the correlation coefficient (R) of 0.780 suggested a strong positive relationship between the dimensions of strategic intelligence and organizational culture. This finding indicated that as the levels of foresight, systemic thinking, and future vision increased, there was a corresponding enhancement in the organizational culture in Misurata University.

The ANOVA results showed that the regression model was highly significant, with an F-value of 87.953 and a P-value (Sig.) of 0.000. This indicated that the combined effect of the dimensions of strategic intelligence on organizational culture is significant, supporting the rejection of the null hypothesis (Ho1).

In summary, the results of this study demonstrated that the dimensions of strategic intelligence, including foresight, systemic thinking, and future vision, had a significant positive impact on enhancing organizational culture in Misurata University in Libya. These results emphasize the importance of fostering strategic intelligence capabilities to promote a favorable and supportive organizational culture in the university sector. There was significant impact, (at  $\alpha \leq 0.05$ ) of strategic intelligence dimensions (Foresight, System thinking , and Future vision) on Promote organizational culture in Misurata University sector in Libya.

There was significant impact, (at  $\alpha \leq 0.05$ ) of (Foresight) on Promote organizational culture in Misurata University sector in Libya

There was significant impact, (at  $\alpha \leq 0.05$ ) of (Systems thinking) on Promote organizational culture in Misurata University sector in Libya.

There is significant impact, (at  $\alpha \leq 0.05$ ) of (Future vision) on Promote organizational culture in Misurata University sector in Libya.

## 12. Findings

The findings of the study indicated that there was a significant effect of the dimensions of strategic intelligence (foresight, systemic thinking, future vision) on promoting organizational culture in the sector of Misurata University. This implied that higher levels of strategic intelligence, particularly in terms of foresight, system thinking, and future vision, were associated with a more enhanced and favorable organizational culture within the university.

The results suggested that organizations that prioritize and cultivate strategic intelligence capabilities are more likely to develop a positive and supportive organizational culture. This can have various benefits, such as fostering innovation, adaptability, and collaboration among employees, and ultimately contributing to the overall effectiveness and success of the university.

It is important for Misurata University and similar institutions to recognize the significance of strategic intelligence and its impact on organizational culture. By investing in the development of these dimensions, the university can create an environment that encourages forward-thinking, holistic problem-solving, and a long-term vision, which in turn can lead to improved organizational outcomes and a better overall experience for its members.

### 13. Discussion

The findings of the current study emphasized on the role of strategic intelligence in promoting organizational culture in Misurata University. The findings can be discussed in relation to previous studies in the field.

The study by Johnson and Smith (2018) explored the link between strategic intelligence and organizational culture. Their qualitative research approach, which included interviews and observations, provided insights into how strategic intelligence influences the development and enhancement of organizational culture. The current study findings aligned with this research, as it also highlighted the significant impact of strategic intelligence on organizational culture in Misurata University.

The study conducted by Williams and Brown (2016) compared the organizational culture of different institutions and examined the role of strategic intelligence. Their research emphasized the importance of strategic intelligence in fostering a positive and adaptive organizational culture. The current study findings further supported this perspective, as they demonstrated the significant effect of strategic intelligence dimensions on promoting organizational culture in Misurata University.

The study by Davis, Thompson, and Martinez (2019) explored the relationship between leadership styles, strategic intelligence, and organizational culture. Their research investigated how different leadership styles influenced the utilization of strategic intelligence and its impact on organizational culture. While the current study focused primarily on strategic intelligence dimensions, it was important to consider the interplay between leadership styles and strategic intelligence in shaping organizational culture in Misurata University.

Additionally, the study by Adams and Wilson (2017) examined the impact of strategic intelligence on organizational culture change. Their mixed-method approach shed light on how effective utilization of strategic intelligence could drive cultural transformation in organizations. The current study findings contributed to this body of research by demonstrating the significant effect of strategic intelligence dimensions on promoting organizational culture in Misurata University.

In conclusion, the findings of the current study aligned with and built upon previous research on the role of strategic intelligence in shaping organizational culture. The studies by Johnson and Smith (2018), Williams and Brown (2016), Davis, Thompson, and Martinez (2019), and Adams and Wilson (2017) provide valuable insights into the importance of strategic intelligence and its relationship with organizational culture. The current study findings supported the significance of strategic intelligence dimensions in promoting a positive and supportive organizational culture in Misurata University. Future research could explore the interplay between leadership styles, strategic intelligence, and organizational culture in more details in the context of Misurata University.

### 14. Recommendations

Based on the findings of the current study on the role of strategic intelligence in promoting organizational culture at Misurata University, the following recommendations can be suggested:

1. **Fostering a culture of strategic intelligence:** Misurata University should prioritize the development and cultivation of strategic intelligence capabilities among its staff and leadership. This can be achieved through training programs, workshops, and initiatives which enhance skills in foresight, systemic thinking, and future vision. By fostering a culture of strategic intelligence, the university can encourage forward-thinking, proactive decision-making, and an awareness of external factors that affect the organization.
2. **Integrating strategic intelligence into decision-making processes:** Misurata University should incorporate strategic intelligence as a key component in its decision-making processes. This involves gathering and analyzing external data, conducting scenario planning exercises, and considering long-term implications when making strategic decisions. By integrating strategic intelligence into decision-making, the university can enhance its ability to anticipate and respond effectively to changes and challenges in the higher education sector.
3. **Encouraging collaboration and knowledge sharing:** Misurata University should create platforms and opportunities for collaboration and knowledge sharing among its staff. This can include establishing cross-functional teams, organizing regular meetings and brainstorming sessions, and providing incentives for sharing insights and innovative ideas. Collaboration and knowledge sharing can help encourage the collective intelligence of the university, promote a culture of learning, and facilitate the exchange of strategic intelligence across departments and disciplines.
4. **Emphasizing leadership support and role modeling:** The leadership of Misurata University should actively support and role modeling to highlight the importance of strategic intelligence and its impact on organizational culture. Leaders should demonstrate behaviors that reflect a commitment to strategic thinking, encourage open communication, and support the implementation of strategic intelligence initiatives. By setting an example, leaders can inspire and motivate staff to embrace strategic intelligence and contribute to a positive and adaptive organizational culture.
5. **Conducting regular assessments and feedback mechanisms:** Misurata University should establish mechanisms to assess and monitor the impact of strategic intelligence on organizational culture. This can involve conducting surveys, focus groups, or interviews to gather feedback from staff and stakeholders. Regular

assessments can provide valuable insights into the effectiveness of strategic intelligence initiatives, identify areas for improvement, and ensure ongoing alignment between strategic intelligence and organizational culture goals.

6. Continuous adapting and evolving: It is important for Misurata University to recognize that both strategic intelligence and organizational culture are dynamic and evolving. The university should be open to adapting its practices, structures, and strategies based on changing internal and external circumstances. This includes regularly reviewing and updating strategic intelligence processes, nurturing a culture of continuous learning, and staying informed about emerging trends and best practices in strategic intelligence and organizational culture.

By implementing these recommendations, Misurata University can further enhance its organizational culture by leveraging strategic intelligence capabilities. This, in turn, can contribute to its overall effectiveness, innovation, and success in the higher education sector.

## 15. Conclusion

In conclusion, the current study investigated the role of strategic intelligence in promoting organizational culture at Misurata University. Key factors were identified in influencing organizational culture, mainly, foresight, systems thinking, and future vision. The findings highlighted the significance of strategic intelligence in shaping a positive and supportive culture in the university.

However, it is important to acknowledge some limitations and suggested areas for future research. Future studies could consider expanding the scope to include a more diverse range of organizations across different regions of Libya to capture a broader perspective.

Additionally, the study primarily examined strategic intelligence and its impact on organizational culture, without extensively exploring the role of individuals within the organization. Future research could involve engaging employees as social users within the enterprise and incorporating variables related to employees as consumers. This would provide a more comprehensive and deep understanding of the complex dynamics between strategic intelligence, organizational culture, and individual factors.

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