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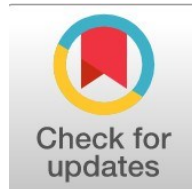
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The Role of Strategic Intelligence in Achieving Sustainable Competitive Advantage

An Exploratory Study of the Opinions of a Sample of the Teaching Faculty of Fallujah University

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Abstract

Contemporary Organizations have realized the importance of strategic intelligence, despite the few applications for Organizations. The research aimed to shed light on the reality of strategic intelligence and sustainable competitive advantages from the point of view of university employees. The researchers used the descriptive analytical method and designed the research questionnaire by collecting primary information from the study sample, and it was distributed 40 questionnaires on the sample items, while the questionnaires that were valid for analysis and were 30 questionnaires. The researchers use statistical methods. The researchers concluded the importance of strategic intelligence in making administrative decisions in order to achieve a sustainable competitive advantage. Researchers recommend the necessity of holding training courses on understanding strategic intelligence and the necessity of cooperation with organizations. Others in the same field in order to unify efforts and cooperate with exchanging experiences.

Highlights:

- Shows how strategic intelligence supports effective decisions within the institution.
- Indicates its contribution to strengthening sustainable competitive advantage.
- Emphasizes the value of training and cooperation to enhance strategic capabilities

Keywords: Strategic intelligence, Sustainable competitive advantage, Administrative decisions, Organizational performance, University employees

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Introduction

The concept of strategic intelligence is considered one of the important topics at the present time, and the success of modern organizations depends on its individuals, through whom administrative processes are completed, and any development in the organization cannot be implemented without the human element. This is why strategic intelligence has emerged, which is characterized by leaders of organizations to provide information to decision makers and formulate strategies and plans. This is why the importance of strategic intelligence and its use in supporting operations and possessing a lot of creative energies has emerged.

Due to contemporary technological developments and the digital economy, business organizations find themselves facing struggles to achieve sustainable competitive advantage and the struggle for survival. Today, in developing countries, we are in dire need of strategic intelligence to develop solutions, determine a specific mechanism for following up activities, and open new horizons for the work of organizations. The study included the research methodology, previous studies, their analysis, and areas of benefit from them

The first topic

Study Methodology

The researchers depended on the descriptive analytical approach by surveying the opinions of a sample of strategic intelligence and sustainable competitive advantage

First: The problem of study

Organizations' lack of awareness of the importance of strategic intelligence and sustainable competitive advantage, and this is considered a problem in itself. We are in a rapidly changing world that requires making decisions in a more intelligent and creative way. There are problems that must be solved and opportunities that must be discovered and developed, and this is what leads to the preservation and continuity of the organization. Based on the above, the problem of the study emerges: can an organization, whose leadership is characterized by strategic intelligence, achieve sustainable competitive advantage? Therefore, the following questions were raised: -

1. To what extent is the researched organization aware of the concept of strategic intelligence?
2. To what extent are the organization's employees aware of the importance of sustainable competitive advantage?
3. Has the researched organization achieved success through the relationship between strategic intelligence and sustainable competitive advantage?

Second: The importance of study

The importance of the study is highlighted in an attempt to link strategic intelligence and sustainable competitive advantage from specific aspects. The importance of the study can be summarized as follows:

1. Trying to benefit from previous relevant studies
2. Highlighting the importance of the dimensions of strategic intelligence in achieving a sustainable competitive advantage for the organization.
3. The study focused on the segment of school employees through whom sustainable competitive advantage is enhanced.
4. Highlighting the role of strategic intelligence to enable organizations to respond to current and future environmental changes and plan for the results that are reflected in their reputation and position in order to achieve a sustainable competitive advantage.

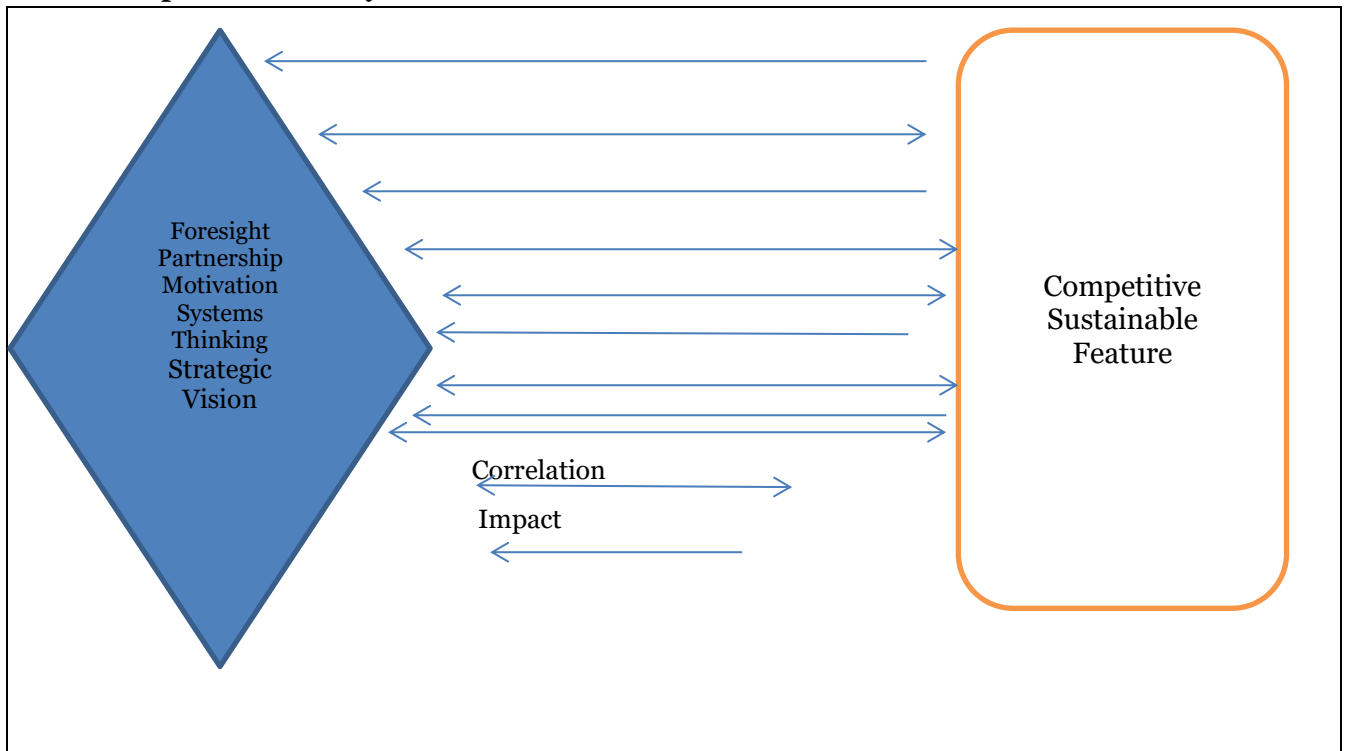
Third: Objective of the study

After the problem and importance of the study have been determined, the following objectives must be achieved:

1. Setting goals for the variable of strategic intelligence in its dimensions (future vision, motivational partnership, thinking, foresight)

2. Determining relative goals for sustainable competitive advantage
3. The availability of strategic intelligence and its relationship to developing sustainable competitive advantage in the researched organization.
4. Providing recommendations that would activate strategic intelligence in order to achieve sustainable competitive advantage

Fourth: Sample of the Study



Sourced by the researchers

Fifth: The study population and sample

The University of Fallujah was chosen to achieve the practical aspect of the study. The study sample was chosen randomly. The sample size was (40) teaching staff, and (30) questionnaires were retrieved from the sample size.

Sixth: Study tools

Data and information were collected through the contributions of writers and researchers, and were collected from various sources, including books, dissertations, dissertations, and magazines, in addition to using the services of global networks (the Internet). This is for the theoretical aspect. As for the field aspect, the questionnaire form and the five-point Lickerd scale were relied upon to measure the responses of the sample members.

Seventh: Limitations of the study

Spatial boundaries: The University of Fallujah was chosen because it is one of the important universities that affects society and the environment

Temporal limits: The study was based on the period from (10/1/2023) to (3/1/2024). Human limits: They are thirty teachers representing the sample members.

Eighth/ Statistical methods

Statistical methods (SPSS) were used, which include arithmetic means, standard deviation, and percentages

Eighth: Study Hypotheses

- 1- There is a statistically significant correlation between strategic intelligence and sustainable competitive advantage, from which the following branches:

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- A - There is a correlation between foresight and sustainable competitive advantage
 - B - There is a correlation between partnership and sustainable competitive advantage
 - C - There is a correlation between systems thinking and sustainable competitive advantage
 - D - There is a correlation between motivation and sustainable competitive advantage
 - E - There is a correlation between the strategic vision and sustainable competitive advantage.
- 2- There is an impact of strategic intelligence on sustainable competitive advantage, which stems from the following
- A - There is an impact of strategic intelligence foresight on sustainable competitive advantage
 - B - There is an impact of the strategic intelligence of the partnership on sustainable competitive advantage
 - C- There is an impact of the strategic intelligence of systems thinking on sustainable competitive advantage
 - D - There is an impact of strategic intelligence and motivation on sustainable competitive advantage.
 - E - There is an impact of strategic intelligence and strategic vision on sustainable competitive advantage.

Section Two

Previous Studies

First: Studies on the independent variable (strategic intelligence)

1-(Seitovirta,2011) study titled “The Role of Strategic Intelligence Services in Corporate decision making” This study was conducted in Finland and the aim of the study was to identify the role of strategic intelligence in the decision-making process by stating the decision-making by senior management in the company. This shows a clear picture of the role of competitive intelligence activities in the decision-making process. The study concluded that there is significant support for strategic intelligence in decision-making in the company, xyz, as well as educating decision-makers about the importance of strategic intelligence to include all levels in the company [1] .

2- (Esmaili , 2014) a study “The impact of strategic intelligence on strategic decision-making and strategic planning” The aim of the study was to identify the impact of strategic intelligence on strategic decision-making and strategic planning in organizations that use strategic intelligence systems. The study was conducted in the city of Kurumabad. The study concluded that strategic intelligence must be activated to serve strategic decision-makers in the organization, as well as to activate it in the aspect of human and financial resources and organization operations [2].

3- Study by (Nidal Abdul Hadi Omran 2015), entitled “The Impact of Strategic Intelligence on Organizational Creativity”. The aim of this study was to determine the extent of importance that Asiacele Communications Company attaches to the topic of strategic intelligence and its relationship to creative ability. The hypothesis was tested and a set of conclusions were reached, including achieving the creative ability of the company under study. The company achieved benefit from the experiences and skills possessed by the company’s managers to produce creative thinking. The study concluded the necessity of paying attention to creative abilities and giving them a strategic dimension to stimulate the generation of creative ideas and reduce traditional restrictions to enhance creativity. This study was conducted in Iraq [3][10].

4- (Samra Abdul Jabbar's study 2018) study entitled “Strategic Intelligence and its Impact on Enhancing Organizational Tourism Trust”. This study was conducted in the Kingdom of Saudi Arabia. The aim of the study was to demonstrate the role of strategic intelligence in hotel organizations seeking success and excellence in the business environment for the purpose of penetrating tourism markets, as well as drawing up fixed policies and rules that contribute to creativity and achieving goals and future vision. The study reached a set of questions to determine the level of research importance, determine the level of research variables, and choose its hypotheses using a number of statistical methods and processing data and information based on these methods [4].

Study related to the dependent variable (sustainable competitive advantage)

1- Study (Bisaria, 2013) achieving competitive advantage by private management colleges or private university”

(Achieving competitive advantage through private universities or colleges) The study aimed to know the reasons that

prompt educational institutions to achieve a competitive advantage among themselves and to define its types and which are achieved in the fields of education. The study presented the importance of having competition in the field of education. The study presented a descriptive study of the competitive advantage and how to achieve it for universities and colleges and benefit from existing administrations. The study concluded that achieving competitive advantage is a legal and ethical matter that educational institutions must adhere to in their administrative and academic life approach[5].

2- A study (Hardeep and Bakshi, 2015) entitled “Examining Intellectual Capital and Competitive Advantage Relationship: Role of Innovation an Organizational Learning”

(Examining intellectual capital and competitive advantage: role of innovation an organizational learning) This study took place in a number of banks in northern India (Jammu). The study aimed to know the impact of intellectual capital on competitive advantage in the banking sector and to study the role of organizational learning as a moderating variable and innovation as an intermediary variable in building intellectual capital and building an independent competitive advantage. The study concluded that intellectual capital has a direct impact on competitive advantage and that organizational learning has a role in the relationship between intellectual capital and competitive advantage [6].

3-Study by (Zaidi and Khadiri, 2016) entitled “The Role of Strategic Intelligence in Achieving Sustainable Competitive Excellence” The aim of the study was to identify the role of strategic intelligence in achieving sustainable competitive excellence in the Qatar Telecommunications Organization Ooredoo Algeria branch. The company sought to apply benchmarking to localize best practices in all its branches thanks to its wise leadership. The study concluded that it is necessary to communicate strategic intelligence to managers in the organization to help them follow best practices to achieve outstanding performance and apply knowledge to provide the best services and products to the customer[7].

4- A study (Salem 2020) entitled (Employing Intellectual Capital in Achieving Competitive Advantage for Egyptian Universities) The study aimed to identify how to employ intellectual capital while achieving competitive advantage. The study was conducted in Egyptian universities and the study concluded that the state must seek to achieve integrated and effective economic growth, which makes it capable of developing and growing intellectual capital in a way that provides it with the ability to compete [8].

Section Three

Strategic Intelligence

First. The Concept of Strategic Intelligence

Strategic intelligence is considered one of the important and modern terms in economics, in terms of its representation of the information management system that enables it to monitor all environmental changes surrounding the organization, as opportunities that can be used to enhance market share or as a threat that can be adapted to or avoided [9]. where intelligence is viewed as (a process aimed at supporting business decisions in the areas of finance, marketing, customers and competitors in order to achieve market share and outperform competitors or (it is a process that helps the individual to think logically and work purposefully and adapt to the moving and changing environment [10] As for (Saeed, 2012)[11].

Strategic intelligence has been defined as (a continuous interactive process with the competitive environment that aims to provide strategically valuable information to strategic managers to benefit from in accomplishing their work and achieving their goals. Organizations often lead their business results through the strategic use of intelligence categories to achieve their goals through knowledge management. Strategic intelligence is often used by the upper levels in business organizations, which require understanding and analyzing quantities of information and knowledge [12]. From the researchers' point of view, strategic intelligence has been defined as (the ability of strategic managers to make decisions to accomplish work in order to achieve sustainable competitive advantage).

Secondly. The importance of strategic intelligence

[13] The importance of strategic intelligence emerges from its being an important tool in the hands of managers in order to take a set of proactive steps to reach competitive positions in the environment in which fierce competition increases in order to survive and achieve profitability. The importance of strategic intelligence is embodied in the following: -

1- Supports the ability of senior management to formulate emergency strategies in light of environmental changes.

- 2- A continuous process that helps managers understand and perceive information to make sound decisions.
- 3- Develop strategic solutions to work problems, which in turn leads to excellence.
- 4- Achieve a competitive position compared to others through effective participation within the organization between managers and subordinates. The researchers can add other points.
- 5- The importance of strategic intelligence is highlighted through managing the risks facing the organization in terms of exploiting opportunities and confronting threats to help managers determine the organization's policies and programs.
- 6- Helps the organization grow significantly and analyzes the future goals of competitors.

Third: Dimensions of strategic intelligence

Most researchers have agreed on one model that includes five dimensions of strategic intelligence, which are: [14]

1- Foresight: It is the ability of an individual or group to predict the future and propose plans and strategies capable of adapting to external changes, i.e. anticipating what will happen in the future. The importance of foresight can be demonstrated through the following

A- Confronting the opportunities and threats that the organization is exposed to in the future

B- Providing managers with future information that helps them make the necessary strategic decisions to exploit opportunities

C- Linking the past to the present to predict the future through accurate forecasting [15].

Partnership

It is establishing strategic alliances with other organizations in the same sector, whether industrial, service or production, and that partnership is linked to alliances between organizations more than merging with them, as strategic alliances preserve the organization's entity and moral character, while merging leads to the disappearance of the character and entity [25]. There are a number of reasons and motives that push organizations to establish new strategic alliances, including [26].

A_ Reasons that increase the skill of workers by learning new skills from partners and enhancing current skills

B_ Reasons for the efficiency of the organization and its ability to use its resources efficiently and effectively, which reduces the costs of manufacturing and marketing.

C_ Reducing risk and getting rid of organizational rigidity.

Motivation

It is the force that drives the individual through achieving his goals and fulfilling the need. It is stimulating the emotions and desires of the individual to urge him to do a certain work and perform his work, then satisfying what fills the gap in his needs from material and moral returns. It indicates that the leader has strategic and emotional intelligence at the same time through self-control and self-understanding. Leaders have strategic intelligence so that it motivates workers to work and raises their spirit of enthusiasm, which makes the organization achieve a sustainable competitive advantage [10]

4-Systems thinking: - It is the ability of the learning organization to recognize a common vision for employees and openness to new ideas in the external environment, in addition to the fact that systems thinking integrates the elements and then analyzes them together and focuses on the method of their interaction in terms of achieving the organization's goals - [24]

There are three types of systems: -

A- Mechanical system: - The interaction of the system's parts to serve the system's goals

B- Organic system: - The parts of this system are genetically designed to interact with the system's goals and serve it.

C- Social system The leadership must be able to motivate to serve the system's [15].

5- Strategic vision

It is drawing a better picture of the future that the organization aspires to and excels in its current situations. The

strategic vision is an essential element in strategic leadership to satisfy customers and strive towards business activities and types of long-term market conditions that must be built compared to competitors, provided that the strategic vision does not depend only on the presence of mental training but also on training thinking in order for the organization to achieve its success. There are three tasks that the manager must take into consideration when forming and formulating the strategic vision. These tasks are: -

A- Reaching a targeted message that clarifies the work that the organization is currently doing

B- Using the content of the message to determine a long-term path and plan the strategic path that the organization must follow.

C- Expressing the strategic vision in simple words that increase the organization's commitment [10]. The researchers can point to another point, which is:

D - Learning: taking advantage of the characteristics of other organizations, including mistakes, as well as taking advantage of the success of other organizations (competition), which facilitates the development of new methods that compete with other organizations and build a unified view for managers.

Fifth: - Characteristics of Strategic Intelligence

The characteristics or features of strategic intelligence include the following: - [9]

1- Feeling internal and external changes and diagnosing them at the organizational level.

2- Collecting the required data.

3- Organizing and structuring data in the form of information sources.

4- Processing data and then converting it into information.

5- Using information to make decisions, develop plans and implement them.

Sustainable Competitive Advantage

First: The concept of sustainable competitive advantage

After the emergence of Porter, many scholars have researched the definition of sustainable competitive advantage, where competitive advantage was described as the unique position that the organization develops against its competitors through the allocation of resources and then competitiveness, and this is the goal of the strategy [16].

(Willi, 2010) defined it as sustainable competitive advantage (achieving a larger gap than your competitors between the value that consumers attach to the product and the cost you bear to produce that product), i.e. the organization achieves higher profitability than its competitors [17].

There are those who consider sustainable competitive advantage to be strategic management [18].

As for Al-Ayyoubi, he defines it as (the organization's ability to provide superior value to customers, by generating unique internal resources and capabilities, which give the organization superiority in quality and preference over competitors, thus achieving high performance results [19]. As for the researchers' point of view, sustainable competitive advantage is defined as (the unique position that the organization follows compared to its competitors by following a specific strategy that competes with the rest of the organizations to allocate certain resources and through reducing costs or distinguishing a product or through product quality)

Second: The importance of sustainable competitive advantage

The importance of sustainable competitive advantage lies in maximizing the benefit from the advantages provided by the global economy or reducing its negatives, which are represented by the following [20].

1- Sustainable competitive advantage represents a positive indicator that the organization occupies a strong position in the market by having more customers than its competitors and the profits it achieves.

2- Sustainable competitive advantage represents an important criterion for determining successful organizations from other organizations.

3- Optimum exploitation of available resources to achieve superiority and distinction for the organization over its competitors.

- 4- Sustainable competitive advantage is considered an important factor in determining the type of competitive strategy.
- 5- Diagnosing weaknesses and strengthening strengths.
- 6- Motivating other organizations to search for means or methods to achieve their competitive advantage.
- 7- Providing high-performance services that meet the needs of employees in the organization.
- 8- Sustainable competitive advantage is considered a powerful weapon to confront the challenges of competing organizations by the organization developing its competitive knowledge and meeting the needs of employees in the future.

From the researchers' point of view, it is to find advanced technologies and skills by keeping pace with technological developments, adapting to the changing environment, exploiting opportunities quickly, and encouraging innovators

Third / Sustainable Competitive Advantage Factors

Sustainable competitive advantage arises as a result of two types of factors in the organization's environment, including: **-[21]**

- 1_External factors: This is the competitive advantage that the organization possesses as a result of its rapid response and reaction to changes in external factors, represented by economic, cultural, technological changes, etc. This leads to the emergence of the importance of the organization's ability to follow up on changes and prepare itself to keep pace with changes by analyzing information according to expected changes.
- 2_Internal factors / This is the organization's ability to use its resources and build capabilities that are not available to other competitors, represented by production, marketing, human resources management, research and development, internal departments, etc.

Fourth / Characteristics of Sustainable Competitive Advantage

Sustainable competitive advantage is characterized by several characteristics, including **[22]**.

- 1_The organization is dynamic and it is not reasonable for it to remain still because it is active in a changing environment.
- 2_It stems from within the organization and achieves a certain value for it.
- 3_It is achieved by comparing it with others, i.e. it is not absolute.
- 4_Outperforming and uniqueness over competitors is one of its goals.
- 5_The organization's efficiency in performing its activities.
- 6_It is for a long period and this is done through renewing and developing it.
- 7_Influencing the behavior of other competitors with what the organization offers them and motivating them to buy from them or join them.
- 8_Sustainability and continuity of competition to make the organization at the peak of competitive success.

As for the researchers' point of view, obtaining information about other competitors and trying to follow a more advanced strategy and following a system of benchmarking in order to achieve future goals and satisfy customer desires.

Fifth: Dimensions of Sustainable Competitive Advantage [23]

- 1- Strategic flexibility: It is the organization's ability to recognize environmental variables and is an organizing principle for organizing resources and activities that help the organization achieve competition
- 2- Quality: The quality of services provided by the organization to achieve a state of satisfaction and high efficiency
- 3- Information technology: It is an effective tool in reducing the size of organizations and is a strategic weapon that enables organizations to achieve a sustainable competitive advantage through the type of strategy followed by organizations in building a strategic information base to possess the ability and deal with information
- 4- Core capabilities: It is the organization's ability to create good knowledge based on its resources and it is the organization's strength to compete and survive.
- 5- Creativity: It is new and useful ideas, i.e. the organization's ability to sense the existence of a problem and then find a

solution in a creative way

From the researchers' point of view, the competitive position and its improvement and maintenance by the organization ensures its continuity and survival for a long period of time.

Fourth Section

Practical Part

In this study, the research questionnaire will be tested, describing, analyzing and discussing the research variables according to the study sample's answers and statistical analysis, and then testing the hypotheses.

Study Questionnaire Test

To test the study questionnaire, the researcher used the following statistical tests:

1. Research instrument Validity

The questionnaire was prepared in its final form by conducting a comprehensive review of the most important studies, research and references related to the study topic, through which the first draft of the questionnaire was reached. The first draft of the questionnaire was presented to a number of arbitrators and professors in the field of specialization, who kindly expressed their comments and suggestions. These comments and suggestions were taken into consideration.

2. Instrument Reliability Test

In order to verify the reliability of the instrument, Cronbach Alpha was extracted in order to reach the reliability coefficient of the questionnaire, to ensure that the measurement instrument does not obtain incorrect data if the same study is repeated using the same tool in the same conditions as the first time and using the statistical program (SPSS), where the reliability coefficient for the foresight variable in strategic intelligence was (0.762), and the reliability coefficient for the partnership variable in strategic intelligence was (0.644), and the reliability coefficient for the motivation variable in strategic intelligence was (0.640), while the reliability coefficient for the systems thinking variable in strategic intelligence was (0.720), in addition to that, the reliability coefficient for the strategic vision variable in strategic intelligence was (0.654), and it is noted that both are higher than 60%, which confirms the validity of the study tool.

3. Description of the results of the study sample variables

Descriptive statistics methods (arithmetic mean and standard deviation) were used because they are appropriate methods for analyzing the research variables. The grading of low (less than 2.33), medium (2.33 and up to 3.66), high (3.67 and more) was adopted to determine the relative importance in the perceptions of the respondents about the study questions based on the five-point Likert scale. Table No. (1) shows the arithmetic means and standard deviations of the research variables.

Table (1). Arithmetic and standard deviations of the research variables

Serial No.	Item	Arithmetic	Standard Deviation
1	Foresight	3.50	0.633
2	Partnership	3.55	0.650
3	Systems Thinking	3.60	0.740
4	Motivation	3.31	0.630
5	Strategic Vision	3.57	0.757
6	Sustainable Competitive Advantage	3.40	0.675

The results of Table (1) indicate that the level of the foresight variable in strategic intelligence was average, and this is confirmed by the general arithmetic mean of this variable, which is (3.50) and a standard deviation of (0.633). While the partnership variable in strategic intelligence achieved a general arithmetic mean of (3.55), which indicates that the level of the partnership variable was average with a standard deviation of (0.650), while the general arithmetic mean of the systems thinking variable in strategic intelligence was (3.60), which showed that the level of the systems thinking

variable was also average with a standard deviation of (0.740), while the motivation variable in strategic intelligence achieved an arithmetic mean of (3.31), which indicates that the level of the motivation variable was average with a standard deviation of (0.630), while the strategic vision variable in strategic intelligence achieved an arithmetic mean of (3.57), which indicates that the level of the strategic vision variable was average with a standard deviation of (0.757). In addition, the arithmetic mean of the sustainable competitive advantage variable was (3.40), which indicates that the level of the sustainable competitive advantage variable was also average with a standard deviation of (0.675).

Hypothesis Test

Hypothesis Test 1:

-1 There is a statistically significant correlation between strategic intelligence and sustainable competitive advantage, and the following branches out it:-

A- There is a statistically significant correlation between the foresight variable in strategic intelligence and sustainable competitive advantage.

Table 2. Pearson's correlation coefficient between foresight and sustainable competitive advantage

	Foresight	Sustainable Competitive Advantage
Foresight	1	0.530**
Sustainable Competitive Advantage	0.530**	1

* Statistically significant at a significance level of 0.05

** Statistically significant at a significance level of 0.01

It appears from Table No. (2) that there is a positive and medium correlation with statistical significance between foresight in strategic intelligence and sustainable competitive advantage, as the correlation coefficient reached (0.530). This means that the more foresight in strategic intelligence increases, the more it leads to an increase in sustainable competitive advantage, and accordingly the study hypothesis can be accepted.

B- There is a statistically significant correlation between the partnership in strategic intelligence and sustainable competitive advantage.

While we note the presence of a positive and medium correlation (0.556**) with statistical significance between the partnership variable on the one hand and the sustainable competitive advantage on the other hand. This indicates that the more the partnership in strategic intelligence increases, the more it leads to an increase in the sustainable competitive advantage, and accordingly the study hypothesis can be accepted. As shown in Table No. (3).

Table 3. Pearson's correlation coefficient between partnership and sustainable competitive advantage

	Motivational Partnership	Sustainable Competitive Advantage
Partnership	1	0.556**
Sustainable Competitive Advantage	0.556**	1

C- There is a statistically significant correlation between the variable of systems thinking in strategic intelligence and sustainable competitive advantage.

Table 4. Pearson's correlation coefficient between systems thinking and sustainable competitive advantage

	Systems Thinking	Sustainable Competitive Advantage
Systems Thinking	1	0.532**

Sustainable Advantage	Competitive	0.532**	1
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Table No. (4) shows that there is a positive, moderate, statistically significant correlation between systems thinking in strategic intelligence and sustainable competitive advantage, with the correlation coefficient reaching (0.532). This means that the higher the systems thinking in strategic intelligence, the more it leads to an increase in sustainable competitive advantage, and accordingly the study hypothesis can be accepted.

D- There is a statistically significant correlation between motivation in strategic intelligence and sustainable competitive advantage.

While we note the presence of a positive and medium correlation (0.540**) with statistical significance between the variable of motivation on the one hand and sustainable competitive advantage on the other hand. This indicates that the more motivation in strategic intelligence increases, the more it leads to an increase in sustainable competitive advantage, and accordingly the study hypothesis can be accepted. As shown in Table No. (5).

Table 5. Pearson's correlation coefficient between motivation and sustainable competitive advantage

	Motivation		Sustainable Competitive Advantage
motivation	1		0.540**
Sustainable Advantage	Competitive	0.540**	1

E- There is a statistically significant correlation between the strategic vision variable in strategic intelligence and sustainable competitive advantage.

Table 6. Pearson correlation coefficient between strategic vision and sustainable competitive advantage

	The Strategic Vision		Sustainable Competitive Advantage
The Strategic Vision	1		0.542**
Sustainable Advantage	Competitive	0.542**	1

Table No. (6) shows that there is a positive and medium statistically significant correlation between the strategic vision in strategic intelligence and sustainable competitive advantage, where the correlation coefficient reached (0.542). This means that the more the strategic vision in strategic intelligence increases, the more it leads to an increase in sustainable competitive advantage, and accordingly the study hypothesis can be accepted.

Second Hypothesis Test:

2- There is a statistically significant effect between strategic intelligence and sustainable competitive advantage, which branches out as follows:-

A- There is an effect between the foresight variable in strategic intelligence and sustainable competitive advantage

The results were as shown in Table No. (7), where the coefficient for determining (R²) indicates that the foresight variable in strategic intelligence has an effect on sustainable competitive advantage of no less than (53%). This means that the percentage indicates that (53%) of the total differences in increasing sustainable competitive advantage are determined by the interest of the teaching staff at the University of Fallujah in the foresight variable in strategic intelligence, and the remaining (47%) represents the percentage of contribution of variables not included in this research that cannot be controlled. While the value of (F) reached (26.722), which is a statistically significant value at the significance level (sig=0.004), as it indicates that the regression curve is good in explaining the relationship between the foresight variable and sustainable competitive advantage. The estimated effect value of awareness in increasing sustainable competitive advantage is ($\beta = 0.322$). This effect is statistically significant according to the value of (t = 2.623) at a significance level of (sig = 0.004). Based on this, it can be said that the hypothesis has been accepted.

B- There is an impact between the variable of partnership in strategic intelligence and sustainable competitive advantage. The results showed, as shown in Table No. (7), that the coefficient for determining (R^2) indicates that the variable of partnership in strategic intelligence has an effect on increasing sustainable competitive advantage of not less than (53%). This means that the percentage indicates that (53%) of the total differences in increasing sustainable competitive advantage are determined by the interest of the lecturers at the University of Fallujah in the variable of partnership in strategic intelligence, and the remaining percentage (47%) represents the percentage of contribution of the variables not included in this research that cannot be controlled. While the value of (F) reached (26.722), which is a value with statistical significance at the level of significance ($\text{sig}=0.002$), as it indicates that the regression curve is good in explaining the relationship between the variable of partnership in strategic intelligence and sustainable competitive advantage. The estimated effect value of the partnership variable in increasing sustainable competitive advantage is ($\beta = 0.350$). This effect is statistically significant according to the value of ($t = 2.630$) at a significance level of ($\text{sig} = 0.002$). Based on this, it can be said that the hypothesis has been accepted.

C- There is an impact between the variable of systems thinking in strategic intelligence and the sustainable competitive advantage. The results showed, as shown in Table (7), that the coefficient for determining (R^2) indicates that the variable of systems thinking in strategic intelligence has an effect in increasing the sustainable competitive advantage of no less than (53%). This means that the percentage indicates that (53%) of the total differences in the increase in the sustainable competitive advantage are determined by the interest of the teaching staff at the University of Fallujah in the variable of systems thinking in strategic intelligence, and the remaining percentage (47%) represents the percentage of contribution of the variables not included in this research that cannot be controlled. While the value of (F) reached (26.722), which is a value with statistical significance at the level of significance ($\text{sig}=0.005$), as it indicates that the regression curve is good in explaining the relationship between the variable of systems thinking in strategic intelligence and the sustainable competitive advantage. The estimated effect value of the systems thinking variable in increasing sustainable competitive advantage is ($\beta = 0.324$). This impact is statistically significant according to the value of ($t = 2.420$) at a significance level of ($\text{sig} = 0.005$). Based on this, it can be said that the hypothesis has been accepted.

D- There is an impact between the variable of motivation in strategic intelligence and sustainable competitive advantage. The results showed, as shown in Table (7), that the coefficient for determining (R^2) indicates that the variable of motivation in strategic intelligence has an effect on increasing sustainable competitive advantage of not less than (53%). This means that the percentage indicates that (53%) of the total differences in increasing sustainable competitive advantage are determined by the interest of the lecturers at the University of Fallujah in the variable of motivation in strategic intelligence, and the remaining percentage (47%) represents the percentage of contribution of the variables not included in this research that cannot be controlled. While the value of (F) reached (26.722), which is a value with statistical significance at the level of significance ($\text{sig}=0.001$), as it indicates that the regression curve is good in explaining the relationship between the variable of motivation in strategic intelligence and sustainable competitive advantage. The estimated effect value of the motivation variable in increasing sustainable competitive advantage is ($\beta = 0.334$). This effect is statistically significant according to the value of ($t = 2.653$) at a significance level of ($\text{sig} = 0.001$). Based on this, it can be said that the hypothesis has been accepted.

E- There is an impact between the strategic vision variable in strategic intelligence and sustainable competitive advantage. The results showed, as shown in Table (7), that the coefficient for determining (R^2) indicates that the strategic vision variable in strategic intelligence has an effect in increasing sustainable competitive advantage of no less than (53%). This means that the percentage indicates that (53%) of the total differences in the increase in sustainable competitive advantage are determined by the interest of the teaching staff at the University of Fallujah in the strategic vision variable in strategic intelligence, and the remaining (47%) represents the percentage of contribution of variables not included in this research that cannot be controlled. While the value of (F) reached (26.722), which is a value with statistical significance at the level of significance ($\text{sig}=0.007$), as it indicates that the regression curve is good in explaining the relationship between the strategic vision variable in strategic intelligence and sustainable competitive advantage. The estimated effect value of the strategic vision variable in increasing sustainable competitive advantage is ($\beta = 0.328$). This effect is statistically significant according to the value of ($t = 2.512$) at a significance level of ($\text{sig} = 0.007$). Based on that, it can be said that the hypothesis has been accepted.

Table 7. Results of the impact of strategic intelligence on sustainable competitive development.

Dependent Variable	Correlation coefficient	R2 coefficient of determination	Calculated f	DF Degrees of Freedom	Regression coefficient				
					Independent Variable	β	Standard Error	Calculated T	Sig. Level
Sustainable Competitive Advantage	0.824	0.530	26.722	33.102	Foresight	0.322	0.133	2.623	0.004
					Partnership	0.350	0.135	2.630	0.002
					Systems Thinking	0.324	0.139	2.420	0.005
					Motivation	0.334	0.120	2.653	0.001
					Sustainable Competitive Advantage	0.328	0.131	2.512	0.007

It is clear from the results achieved in the practical aspect that the relationship of correlation and influence between the independent variable strategic intelligence (foresight, partnership, systems thinking, motivation, strategic vision) and the dependent variable (sustainable competitive advantage) from the point of view of the research sample was of importance and real, reflecting the reality in the environment of Fallujah University, as the results were positive and statistically significant.

Conclusions and Recommendations

First: Conclusions

- 1- Increased interest in strategic thinking from the point of view of the sample members, which leads to facing most risks in order to reveal sustainable competitive advantage.
- 2- The researchers concluded that partnership or cooperation between the University of Fallujah and other Arab or international universities is very important in order to exchange experiences and knowledge.
- 3- It became clear through the field study that the university cares about the desires of students, but according to the available capabilities, and the reason for that is to keep pace with the development taking place at the level of Iraqi universities.
- 4- It appeared to us through the results of the field study that the sample members attribute the global importance of sustainable competitive advantage through the policy of keeping pace between the university's capabilities and the

requirements and desires of students. 5- The sample members believe that the most important dimension of strategic thinking is systems thinking, which is represented in the ability of Fallujah University to identify a common vision for employees and openness to new ideas for the external environment through cooperation with other universities.

Second: Recommendations

- 1- The necessity of establishing units or departments at the University of Fallujah concerned with strategic intelligence or strategic planning, which has an effective role in positive changes in the future.
- 2- The necessity of activating the role of the Research and Development Department at the University of Fallujah, which is of great importance in studying students' desires in order to meet them in line with the changing aspirations of students.
- 3- The necessity of holding seminars, workshops and specialized courses for teachers in the field of clarifying the concepts of strategic intelligence and sustainable competitive advantage.
- 4- The necessity of paying attention to buildings, classrooms, laboratories and all supplies at the University of Fallujah in a manner that is consistent with the requirements and aspirations of students and in a manner that simulates scientific and academic development.
- 5- The necessity of paying attention to systems thinking and involving all employees in proposals and decision-making in order to reach the expected ambitions.
- 6- The necessity of cooperation with other Arab and international universities in the same field in order to unify efforts and cooperate in exchanging experiences. This is what is called competitive cooperation, i.e. cooperation in inputs, but competition is centered on outputs

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