

## **The Impact of Strategic Intelligence on Crisis Management Styles at Al al-Bayt University**

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**To Link this Article:** <http://dx.doi.org/10.6007/IJARBSS/v13-i10/19027> DOI:10.6007/IJARBSS/v13-i10/19027

**Published Date:** 29 October, 2023

### **Abstract**

The present study sought to identify the impact of strategic intelligence on crisis management styles at Al al-Bayt University in Jordan. To achieve this objective, the study investigated strategic intelligence with its dimensions (foresight, future vision, systemic thinking, partnership and motivation) as the independent variable, while considering crisis management styles (namely: changing path style, containment crisis style, fragmentation crisis style, and reserve mobilization) as the dependent variable. Employing an analytical descriptive quantitative approach, the study deployed a questionnaire as the principal instrument for data collection. Adopting a comprehensive survey strategy, the analysis involved a total of 82 responses derived from managers and heads of departments personnel at the university, which were subsequently subjected to statistical analysis via SPSS software. The findings of the study yielded various noteworthy outcomes, highlighting the significant impact of strategic intelligence on crisis management styles. Moreover, it was revealed that the levels of strategic intelligence practice and crisis management style implementation were moderate. Based on these findings, the study offers a number of recommendations, advocating for an increased emphasis on strategic intelligence and its dimensions within Al al-Bayt University, alongside a heightened focus on enhancing the practice and application of crisis management styles. The study recognizes the invaluable significance and positive impact of strategic intelligence in effectively confronting and addressing crises, thereby underlining the necessity of crisis management style cultivation within the university to mitigate potential damage across all types of crises.

**Keywords:** Strategic Intelligence, Crisis Management Styles, Al al-Bayt University, Jordan.

**Introduction**

The contemporary world has witnessed a variety of challenges, transformations, and rapid changes in various aspects of life, particularly the economic and administrative fields. In order for organizations to remain in the modern business world and achieve their strategic goals within the dynamic and constantly changing work environment characterized by ambiguity and uncertainty, they need to adopt effective practices. Strategic intelligence is considered one of the most important approaches and effective management methods to cope with these challenges, as it serves as an important strategic gateway to achieve a comprehensive qualitative transformation in all aspects of work. It has become one of the fundamental needs for individuals and organizations. If individuals do not develop their thinking, both they and the organization cannot solve problems and meet the needs and desires of customers in order to survive. Strategic intelligence plays an important role in managing the organization's work and aligning it with its future vision, to transform it from a traditional organization to a learning and intelligent organization. This further requires the establishment of goals and programs that focus on all aspects and types of management, especially crisis management and its styles.

Crisis management is considered one of the modern ancient concepts that pertain to the science of management. The rapid changes in the economic, cultural, social, political, and technological environments have led to the emergence of the idea that organizations are exposed to various and multiple crises. Consequently, organizations have been compelled to focus on the methods of managing such crises and evaluate the efficiency and effectiveness of each style. It has become evident that no sector is immune from the influence of crises. This necessitates the study of crisis management styles as an essential requirement that must be fulfilled. Therefore, organizations must adopt a mindset and approach that aligns with these styles, namely strategic intelligence. Strategic intelligence goes beyond merely thinking about facing and addressing crises, as it can transform crises into future opportunities for the organization through the selection of the optimal approach to dealing with the crisis. This elevates the organization, improves it, and grants it a unique and superior advantage over other organizations.

Hence, the importance and necessity for organizations, regardless of the sector they operate in, to adopt strategic intelligence in order to anticipate and predict the future, and to develop long-term plans that reflect their foresight and future vision, taking into account the rapid developments and modern technologies. It also involves considering the internal and external environments in which organizations operate.

**Study Problem and Questions**

The problem of the study lies in the crisis management styles at Al al-Bayt University in Jordan and the role that strategic intelligence can play on crisis management styles at the university. In light of the endless changes and fluctuations that today's business organizations experience in a dynamic and uncertain work environment, many crises have emerged in various sectors, including the educational sector, including Al al-Bayt University. This has led the university, like other universities and companies in other sectors, to search for new and effective styles to manage these crises. The selection of the optimal style for managing a crisis may require strategic intelligence by working on future foresight and systemic thinking by connecting the different parts together and reaching a comprehensive, integrated and clear vision of the future, and entering into multiple partnerships that complement its activities, protect and

support them, and elevate them. Based on the above, the problem of the study revolves around the following main question:

What is the impact of strategic intelligence on crisis management styles at Al al-Bayt University?

From the main question, the following sub-questions arise:

1. What is the relative importance level of strategic intelligence with its dimensions (foresight, future vision, systemic thinking, partnership, motivation) at Al al-Bayt University?
2. What is the relative importance level of crisis management styles (changing path, crisis containment, crisis fragmentation and reserve mobilization) at Al al-Bayt University?

### **Study Importance**

The importance of the study comes as follows:

The scientific importance: The scientific or theoretical importance of this study lies in the importance of the variables it addresses. The concept of strategic intelligence with its dimensions (foresight, future vision, systemic thinking, partnership, and motivation) is considered as an important concept in the work of organizations and in achieving their objectives. Crisis management styles (changing path, crisis containment, crisis fragmentation and reserve mobilization) are considered as modern methods in the world of crisis. The need for these concepts has become more urgent in light of the challenges and changes that the world experiences today in all aspects of life. These concepts attract the attention of researchers and scholars due to their importance in the ability of organizations to think and adapt to surrounding changes, seize available opportunities, and avoid potential threats, as the only constant in organizations today is change. For all of these reasons, the researchers seek to delve into these concepts in order to understand the impact of strategic intelligence on crisis management styles. This is done through reviewing the latest research in these variables and the researchers' interest in this field, and presenting it within this study to serve as a resource for researchers and professionals. Thus, it fills some gaps in the Arabic library regarding these concepts through the researchers simple and modest effort to enrich the Arabic library.

The applied importance: The importance of the study from an applied perspective lies in the extent to which the management departments of Al al-Bayt University can benefit from its results and recommendations, as well as the perception of the study's concepts represented by strategic intelligence with its dimensions, and crisis management styles with all its types for this university.

### **Study Objectives**

This study aims, in general, to:

1. Identify the impact of strategic intelligence with its dimensions (foresight, future vision, systemic thinking, partnership, and motivation) on crisis management styles (changing path, crisis containment, crisis fragmentation and reserve mobilization) at Al al-Bayt University.
2. Determine the level of relative importance of the study variables (strategic intelligence and crisis management styles) at Al al-Bayt University.

**Theoretical Framework****Strategic Intelligence**

Strategic intelligence refers to a specific form of analysis required for the formulation of policies and plans at the organizational, national, regional, or international level (MacDowell, 2009, 10). Liebowitz (2006, 18) argues that strategic intelligence is a term used for intelligence activities in the context of strategic planning and strategic management, focusing primarily on the needs of high-level decision-makers and emphasizing proactive activities.

Nasser Al-Deen (2021, 143) considers strategic intelligence as a tool for providing the necessary information for making appropriate decisions, encompassing the ability to adapt, change, and develop, as well as formulating the required positions to face environmental challenges and seeking to make intelligent decisions to achieve desired goals and competitive advantage. On the other hand, Al-Nasser (2022, 124) views strategic intelligence as an integrated collective architecture of different types of intelligence and knowledge management to provide information and knowledge that adds value to strategic decision-making.

Strategic intelligence has emerged as an effective tool that significantly contributes to direct organizations towards long-term goals, helping them maintain their position, anticipate their future, and assist their leaders in sensing environmental opportunities and adapting to changes (Abu Hamour et al., 2023). From a Saudi and Dahan's (2020) perspective, strategic intelligence is a thinking pattern that requires the ability to predict and be attentive to current and future changes in the external and internal business environment in order to respond to them appropriately, establish necessary strategies by identifying partnership relationships that serve the organization, and motivate and integrate employees in implementing the adopted strategies to achieve organizational goals.

Several researchers in the field of management indicate the existence of different dimensions of strategic intelligence. They did not agree on the same dimensions, but there was variation in their identification of these dimensions in their studies. Many researchers considered the concept of strategic intelligence to be based on a conceptual structure with multiple dimensions. Based on Abu Hamour et al., 2023; Saad & Abd El-latif, 2023; Abuktaish & Alkshali, 2020 studies, the researchers adopted the dimensions of strategic intelligence, which include foresight, future vision, systemic thinking, partnership and motivation.

1. **Foresight:** The concept of foresight refers to the behavior followed by organizations in order to anticipate changes in the environment and work towards addressing them, thus preserving integrated future visions that help understand trends, identify opportunities, and avoid risks and threats (Polier, 2019, 13). Cornish (2004, 213) views foresight as the secret ingredient to success, as it is the ability to make good decisions not only in the present but also in the long term by thinking about the future, identifying a range of diverse possibilities, intuitively evaluating them, and making intelligent judgments about decisions that will succeed better. Al-Kaabi (2018, 39) sees foresight as a new field of knowledge that helps reshape in a more flexible and dynamic way through visions, concepts, plans, and strategies based on scientific and objective methodologies. Slaughter (1997), on the other hand, sees foresight as the ability to create a high-quality, coherent, and practical future vision and to maintain it, as well as using emerging ideas in useful ways from an organizational perspective, to explore new markets and products. It is also a purposeful and organized scientific endeavor aimed at formulating a set of conditional predictions that contain the main features and pillars of the situation of an organization within a specified period of time, by focusing on variables that

can be changed through decision-making. Therefore, it involves fundamental issues and utilizes variables that can be affected by the renewal policy (Kadouri & Al-Alusi, 2018).

2. Future vision: The vision for the future is a description of what an organization can become, and it is often communicated in the vision statement of the organization, where the workers of an organization want to feel their future direction, and only senior management can identify and communicate its unique vision of the future to the workforce of the organization and at all levels. (Wheelen et al., 2018, 93).

Abuzaid (2017) believes that the future vision reflects the ability to shape a clear and complete picture of the future of the Organization and includes the desire to change the current situation and the tendency to embrace goals that are quite different from those of the current Organization, to shape a long-term growth path for the Organization and to formulate a business strategy. According to Sharif and Muhammad (2023), the future vision represents what the Organization intends to be in the future, and is developed by senior management to help plan and guide as it answers many questions, such as: What do you want the Organization to become? And where are you going to get to? The vision must be clear, simple and concise.

3. Systemic thinking: Systemic thinking represents the ability to structure and assemble the different elements, interact with each other, and link them to the factor causing them, while clarifying that; to understand the process of thinking, and to reach the objectives of the organization. Under systemic thinking, individuals simplify the details so that their parts are studied in terms of their relationships with each other, to serve the objectives of the system. (Maccoby, 2015, 72). According to Al- Kubaisi (2010, 60), systemic thinking is a way of thinking aimed at obtaining a holistic and comprehensive view of any subject, situation or problem without losing any of its molecules while recognizing the relationships within the system as a whole, and the ability to combine the various parts of content into a unified structure that combines these parts and builds the systemic form, so that the treatment is systemic and the vocabulary is not dealt with in isolation to achieve a comprehensive, multidimensional vision. Dawood (2019, 80-81) believes that systemic thinking represents the ability to think, to link parts of the system, to integrate different elements of its analysis and to understand how it interacts to shape the whole system and the clear picture of what is being dealt with, and that systemic thinking as an analytical element of strategic intelligence is a framework for strategic thinking and an effective way to address the complexities of the environment, also it is the best way to acquire knowledge and learning to achieve the strategic integration of new ideas within the systems environment, thus facilitating the process of diagnosis of complex problems, knowledge of causes, and operationalization of innovation and strategic changes.

4. Partnership: The concept of partnership refers to the ability to develop productive relationships, which include working relationships between workers themselves who have complementary capabilities and relationships with clients and suppliers, thereby promoting the achievement of strategic objectives (Maccoby, 2015, 20). Rizq (2010, 218) believes that the partnership is an advanced system and a way of thinking to do business in modern ways that will help increase investments in all economic and social fields.

The partnership reflects the organization ability to develop and maintain productive relationships and to work for mutual benefit. Each organization recognizes the objectives and strategies of other organizations, strengthening their capacities, reducing conflicts, reducing conflicts and improving performance. (Saad & Abd El-latif, 2023).

5. Motivation: Motivation refers to the group of forces that influence the behavior of an individual in certain ways, in which the desire for work and achievement is raised and their

behavior directed towards a particular goal, where Al-Amiri and Al-Ghalbi (2008, 491) believe that it is an administrative practice of the director, aimed at influencing the workers by moving the motives, desires and needs to satisfy them, and making them ready to perform their best to achieve the desired goals. Motivation means moving, and it represents the psychological processes that trigger and guide behavior and the continuation of goal-oriented volunteer work (Kreitner & Kinicki, 2010, 212). Motivation also represents the ability to push workers to achieve goals, and to push them to implement specific perceptions and visions through the awareness of leaders and their knowledge of motivational grounds, information and basic facts about motivation and how workers respond to motivational plans. (Dessler, 2020, 391).

### **Crisis Management Styles**

The concept of crisis refers to a dangerous event that causes a serious threat to basic values, and requires responses under time pressure and extreme uncertainty, as crises take various forms, and cause increased losses and damage to the social, economic and political system, and they develop and exacerbate as the fluctuations and changes increase, and the greater the uncertainty in environment, placing a higher demand on the un-programmed ability for decision making (Xue et al., 2022, 4-5). Baba et al. (2023, 84) believes that the crisis is something inevitable, and that it is not easy to agree on the components of the crisis. However, despite the lack of clarity, there are six characteristics of the crisis, namely that it is rare, important, high-impact, and ambiguous. It is urgent and involves high risks, as it is a situation in which the basic values of the organization are threatened and the stability of the organization and its stakeholders is destabilized, which calls for critical decisions, so crisis management has become a necessary and urgent need for the survival and prosperity of life. As for crisis management, Abu Fara (2020, 34) believes that it is a broad concept that includes planning and responding to a wide range of emergency situations, and that it is an integrated system that provides organizations with a coordinated and orderly systemic response to various crisis situations; this makes the organization able to continue its business, provide products, earn profits, etc., and at the same time, the crisis is successfully managed. The term crisis management also refers to the administrative methodology followed by organizations to deal with crises in the light of readiness, knowledge, awareness and the available capabilities skills and administrative patterns on them, not only to face crises when they occur, but also to prepare to deal with them before they occur, and this requires the presence of an operations room means of communication, trained teams, and emergency equipment, taking into account how to deal with the losses that result from the crisis (Alkshali, 2015, 31-32).

The importance of crisis management increases with time, and the main challenges are the size of these crises and the unpredictability of them, in order to manage them better there are many options that support crisis management, such as improving procedures and methods, training employees, using new tools, and adapting the environment and structure substratum (Fonio et al., 2023, 53).

Crisis management styles have varied, there are traditional styles of crisis management and there are non-traditional (modern) styles. The non-traditional crisis management styles are considered to deal with crisis, since they are more effective and appropriate to the spirit of the times for dealing with crises because they depend on creativity and innovation in facing crisis and dealing with them positively not negatively as in the traditional styles (Alkshali, 2015, 56). Here are some of these styles:

1. Changing path: The style of changing path is used when exposed to severe crises that cannot be stopped from escalating, so the path is diverted to another direction and to something less harmful (Mahmoud, 2017). This style is also used in the crisis that can be stopped by diverting its path to other alternative paths, which facilitates the process of containing them (Laznum, 2020, 44). Al-Zoubi (2022) believes that this style is designed to deal with severe and devastating crises that are difficult to stand up to, and that the crisis driver's vehicle is being boarded and driven to the shortest distance, thus changing its direction or path, and working to turn it into other paths away from the top of the crisis.
2. Crisis containment: This style depends on limiting or trapping the crisis to a limited extent and freezing it at the point it reached, not allowing it to become complex, but on absorbing the pressure generated by the crisis and thus losing its destructive power (Al-Shafei, 2003, 205). Karam (2018) believes that through containment, the organization reduces the spread and impact of the crisis, as the crisis freezes at the point it reaches, absorbs the pressures it generates, and then loses its destructive power.
3. Crisis fragmentation: The fragmentation of the crisis is the best style if the crisis is dangerous and severe, and depends on examining all aspects of the crisis to identify the forces that make up their alliances, to define the framework of conflicts of interest and the potential benefits for the members of these alliances, and then to work towards beating them by creating artificial leaderships and creating benefits and gains for these trends that are incompatible with the continuation of the crisis alliances, thus transforming the major crisis into small, fragmented crises (Al-Sayed, 2004, 101). Al-Faqih (2012, 153) indicates that in this style the administration examines the forces and conflicting interests of the crisis and then beats them to pieces and small pieces, but the risk of resorting to this style lies in the fact that the crisis can evolve over time into a larger crisis by creating chaos.
4. Reserve mobilization: In this style, weaknesses, vulnerabilities and sources of crisis are identified, and a precautionary reserve is created to be used in the event of a crisis, this style is often used when there are crises in raw materials and/or when there is a shortage of liquidity (Abdulsalam, 2015, 100-101). Al-Shafei (2003, 202) describes the reserve mobilization as a style based on the identification of vulnerable areas that can be penetrated by the factors and causes of the crisis, and thus the preparation of a preventive reserve that represents an additional protective barrier to any breach that may occur in any of the areas of vulnerability or identified barriers.

### **The Relationship between Strategic Intelligence and Crisis Management**

Some researchers tested the impact of strategic intelligence on crisis management as Sharif and Muhammad study (2023), which sought to identify the reality of the practices of crisis management units for strategic intelligence dimensions at the University of Asyut, Egypt. The study found that there is a correlation between strategic intelligence dimensions and crisis management phases, since staff skills have helped universities to identify crises that they can face and to use ways to prevent them or reduce their negative effects by predicting their potential looking ahead helps to anticipate the crisis and thus deal with it in a proactive rather than reactive manner, systemic thinking helps to take preventive action to minimize the negative effects of the crisis, and that having a future vision enables identifying strengths and weaknesses and evaluating the various devices, as for motivation, it helps in the best investment of available resources, seizing opportunities accompanying the crisis and avoiding threats, as for partnerships, it helps universities to draw lessons and learned mechanisms to deal with crises.

On the other hand, Al-Asmari (2022) study was carried out in the Saudi banking sector in Assir's region, which aimed to identify the impact of strategic intelligence on crisis management. The study found that there was an impact of strategic intelligence on crisis management, the strategic intelligence dimensions which are vision, systemic thinking, partnership and motivation, are applied in high rates, and this is a practical demonstration of the importance of strategic intelligence on crisis management and that the development of forward-looking plans will help to achieve better distinction in the face of crises.

Yassin's (2020) study focused on the role of strategic intelligence management on enhancing the effectiveness of crisis management at the Hamdaniyah University in Iraq, the results showed that strategic intelligence contributes to enhance the effectiveness of crisis management, and that the greater the application of strategic intelligence, the greater the effectiveness of crisis management in organizations, thus helping the organizations to formulate strategies and achieve excellence, respond to mitigate various crises, especially in the context of a rapidly changing business environment.

### **Study Hypotheses**

- H1: There is a significant impact of strategic intelligence on crisis management styles at Al al-Bayt University.
- H2: There is a significant impact of strategic intelligence on changing path style at Al al-Bayt University.
- H3: There is a significant impact of strategic intelligence on containment crisis style at Al al-Bayt University.
- H4: There is a significant impact of strategic intelligence on fragmentation crisis style at Al al-Bayt University.
- H5: There is a significant impact of strategic intelligence on reserve mobilization style at Al al-Bayt University.

### **Study Methodology**

#### **Study Population**

The study population is composed of 94 managers and heads of departments at Al-Bayt University in Jordan. The researchers relied on a comprehensive survey of the study population, where 94 questionnaires were distributed to all of the study population, 82 questionnaires were retrieved, and they were subjected to statistical analysis using SPSS.

#### **Study Instrument**

The questionnaire was used as a tool for collecting primary data, the study questionnaire was developed based on the study variables in addition to referencing previous studies that are closely related to the subject of the study to reflect the study hypotheses, achieve its objectives and measure its variables as follows:

**The first part:** it contains the items that measure the dimensions of the independent study variable (strategic intelligence) in terms of its dimensions (foresight, future vision, systemic thinking, partnership and motivation).

**The second part:** it contains the items that measure the dimensions of the dependent study variable (crisis management styles) with their dimensions (change path style, containment crisis style, fragmentation crisis style and reserve mobilization).

### Study Results

Based on the information contained in Table (1), it is noted that the Cronbach Alpha result ranged between (0.830-0.938), so the study tool can be described as consistency, and that the data obtained through it are suitable for measuring variables and are subject to a high degree of reliability. Table (1) shows the results of the statistical analysis conducted on the independent variable (strategic intelligence), the results indicated that the levels of importance for the dimensions of strategic intelligence (foresight, future vision, systemic thinking, partnership, and motivation) all came with a moderate level, and in terms of relative importance partnership ranked the first among the rest of other dimensions with a mean of (3.5293), while the systemic thinking came in the second level with a mean of (3.3707) in terms of relative importance, then foresight came in the third level in terms of relative importance with a mean of (3.3317), after that the future vision came in the fourth level in terms of relative importance with a mean of (3.3122), and finally in the last level was the motivation in terms of relative importance with a mean of (2.9951).

Table (1) also shows the results of the descriptive analysis of the dependent variable (crisis management styles) at Al al-Bayt University in Jordan, the results indicated the presence of a moderate level of importance of crisis management styles (path changing, crisis containment, crisis fragmentation, and reserve mobilization). Containment style is ranked first in terms of relative importance, with a mean of (3.2463), and in the second level the fragmentation style came in terms of relative importance with a mean of (3.2293), then in third level in terms of relative importance the changing path style came with a mean of (3.1244), and in the last level was the reserve mobilization style in terms of relative importance with a mean of (2.7415).

Table 1

#### *Descriptive Statistical Results*

Dimension	Items	Cronbach Alpha	Mean	Std. Deviation
Foresight	5	0.830	3.3317	.76091
Future vision	5	0.892	3.3122	.87438
System thinking	5	0.873	3.3707	.81050
Partnership	5	0.925	3.5293	.94300
Motivation	5	0.907	2.9951	.95890
Changing path	5	0.887	3.1244	.92196
Containment	5	0.898	3.2463	.87393
Fragmentation	5	0.912	3.2293	.87721
Reserve mobilization	5	0.938	2.7415	.93570

H1: There is a significant impact of strategic intelligence on crises management styles at Al al-Bayt University in Jordan.

Table (2) indicates the existence of a statistically significant impact of strategic intelligence on crisis management styles through the value of F (55.353) and significant at the level of ( $\alpha \leq 0.05$ ), which also represents the significance of this model at the degree of freedom (5). The correlation coefficient reached ( $R=0.886$ ), which indicates the existence of a relationship between strategic intelligence and crisis management styles, and the value of  $R^2$  (0.785) indicates that the strategic intelligence by its dimensions explained (78.5%) of the variance in crisis management styles. The results of the transactional table for this hypothesis show that foresight does not affect the styles of crisis management, as the value of its beta coefficient

reached ( $\beta = -0.032$ ), and the value of T (-0.375), and with a significant level (Sig. =0.709). Future vision affects the styles of crisis management, as the value of its beta coefficient reached ( $\beta = 0.348$ ), and the value of T (3.2), and with a significant level (Sig.=0.002), after that came systemic thinking that does not affect the styles of crisis management, as the value of its beta coefficient was ( $\beta = 0.02$ ), and the value of T (0.172), and with a significant level (Sig.=0.864). Partnership affects the crisis management styles, as the value of its beta coefficient reached ( $\beta = 0.363$ ), and the value of T (3.832), and with a significant level (Sig.=0.000), then the motivation as the value of its beta coefficient ( $\beta = 0.288$ ), and the value of T (3.542), and with a significant level (Sig.=0.001). Based on what was stated, the first hypothesis is accepted.

Table 2  
*Impact of Strategic Intelligence on Crises Management Styles*

Model summery		ANOVA			Coefficient					
R	R <sup>2</sup>	F	df	Sig. F	Variables	B	Std. error	Beta	T	Sig. T
0.886	0.785	55.353	5	0.000	Foresight	-0.034	0.092	-0.032	-0.375	0.709
					Future vision	0.322	0.101	0.348	3.2	0.002
					System thinking	0.02	0.114	0.02	0.172	0.864
					Partnership	0.311	0.081	0.363	3.832	0.000
					Motivation	0.242	0.068	0.288	3.542	0.001

H2: There is a significant impact of strategic intelligence on changing path style at Al al-Bayt University.

Table (3) shows that there is a significant impact of strategic intelligence on changing path style through the value of f (144.751), and significant at the level (Sig.=0.000), which also represents the significance of this model at the degree of freedom (1). The correlation coefficient was (r=0.803) indicating a relationship between strategic intelligence and changing path style. The value of r<sup>2</sup> (0.644) indicate that strategic intelligence explained (64.4%) of the variance in changing path style. From the results of the transactions table for this hypothesis, it appears that the strategic intelligence affects the changing path style, as the value of its beta coefficient reached ( $\beta = 0.803$ ), and what enhances this effect is the value of (t) (12.031), with a significant level (Sig.=0.00). Based on the above, the second hypothesis is accepted.

Table 3  
*Impact of Strategic Intelligence on Changing Path Style*

Model Summery		ANOVA			Coefficient				
r	r <sup>2</sup>	f	df	Sig. f	b	Std. error	beta	t	Sig. t
0.803	0.644	144.751	1	0.000	0.972	0.081	0.803	12.031	0.000

H3: There is a significant impact of strategic intelligence on containment crisis style at Al al-Bayt University.

Table (4) shows that there is a significant impact of strategic intelligence on containment style through the value of  $f$  (151.972), and significant at the level (Sig.=0.000), which also represents the significance of this model at the degree of freedom (1). The correlation coefficient was ( $r=0.809$ ) indicating a relationship between strategic intelligence and containment style. The value of  $r^2$  (0.655) indicate that strategic intelligence explained (65.5%) of the variance in containment style. From the results of the transactions table for this hypothesis, it appears that the strategic intelligence affects the containment style, as the value of its beta coefficient reached ( $\beta=0.809$ ), and what enhances this effect is the value of ( $t$ ) (12.328), with a significant level (Sig.=0.000). Based on the above, the third hypothesis is accepted.

**Table 4**

*Impact of Strategic Intelligence on Containment Style*

Model Summery		ANOVA			Coefficient				
r	r <sup>2</sup>	f	df	Sig. f	b	Std. error	beta	t	Sig. t
0.809	0.655	151.972	1	0.000	0.929	0.075	0.809	12.328	0.000

H4: There is a significant impact of strategic intelligence on fragmentation crisis style at Al al-Bayt University.

Table (5) shows that there is a significant impact of strategic intelligence on fragmentation style through the value of  $f$  (122.282), and significant at the level (Sig.0.00), which also represents the significance of this model at the degree of freedom (1). The correlation coefficient was ( $r=0.778$ ) indicating a relationship between strategic intelligence and fragmentation style. The value of  $r^2$  (0.605) indicate that strategic intelligence explained (60.5%) of the variance in fragmentation style. From the results of the transactions table for this hypothesis, it appears that the strategic intelligence affects the fragmentation style, as the value of its beta coefficient reached ( $\beta=0.778$ ), and what enhances this effect is the value of ( $t$ ) (11.058), with a significant level (Sig.=0.00). Based on the above, the fourth hypothesis is accepted.

**Table 5**

*Impact of Strategic Intelligence on Fragmentation Style*

Model Summery		ANOVA			Coefficient				
R	r <sup>2</sup>	f	df	Sig. f	b	Std. error	beta	t	Sig. t
0.778	0.605	122.282	1	0.000	0.896	0.081	0.778	11.058	0.000

H5: There is a significant impact of strategic intelligence on reserve mobilization style at Al al-Bayt University.

Table (6) shows that there is a significant impact of strategic intelligence on reserve mobilization style through the value of  $f$  (87.029), and significant at the level (Sig.0.000), which also represents the significance of this model at the degree of freedom (1). The correlation coefficient was ( $r=0.772$ ) indicating a relationship between strategic intelligence and reserve

mobilization style. The value of  $r^2$  (0.521) indicate that strategic intelligence explained (52.1%) of the variance in reserve mobilization style. From the results of the transactions table for this hypothesis, it appears that the strategic intelligence affects the reserve mobilization style, as the value of its beta coefficient reached ( $\beta=0.722$ ), and what enhances this effect is the value of (t) (9.329), with a significant level (Sig.=0.000). Based on the above, the fifth hypothesis is accepted.

**Table 6**

*Impact of Strategic Intelligence on Reserve Mobilization Style*

Model Summery		ANOVA			Coefficient				
R	$r^2$	f	df	Sig. f	B	Std. error	beta	T	Sig. t
0.772	0.521	87.029	1	0.000	0.887	0.095	0.722	9.329	0.000

### Discussion

The results of the statistical analysis conducted on strategic intelligence (independent variable) indicated that the relative importance levels of the dimensions of strategic intelligence (foresight, future vision, systemic thinking, partnership and motivation) were all moderate at Al Al-Bayt University in Jordan. In terms of relative importance ranking, partnership was the most important, followed by systemic thinking at the second level, foresight at the third level, future vision at the fourth level, and motivation at the last level; this can be attributed to the significance of partnership at Al Al-Bayt University, which was ranked first and considered the most important, as the university must establish strategic partnerships with similar universities and research organizations in order to acquire scarce resources, face competitive conditions, and enhance its ability to overcome crises. At the second level, systemic thinking is crucial as it allows for the consideration of threats by examining their collective causes instead of isolating them, continuous reviews of government legislation are conducted to identify variables related to the university and to consider the strategies of competing universities when formulating the university's strategy, thus strategies are formulated based on strengths and weaknesses in order to continuously improve operations and enhance effectiveness. At the third level, foresight is necessary where the future must be extrapolated in order to develop the university's strategies and identify opportunities in a manner that enables the university to invest them in achieving its goals, and utilize the personal experiences to confront future changes, reconsider external environmental changes, and address future decision-making complexities. At the fourth level, future vision is established in accordance with the university's directions, and a comparison is made between current performance and the previous year's performance. Past and present information are utilized for future development purposes and to enhance the capabilities of employees in line with the university's future aspirations, to develop the available alternatives related to achieving the desired future. Finally, at the fifth and last level, motivation is crucial as the university needs to have the capacity to motivate employees to execute its vision, encourage competition to achieve accomplishments, and reward individuals based on their achievements, particularly high-performing employees. Additionally, teamwork is encouraged to accomplish tasks, and employees are involved in decision-making processes. The results of the statistical analysis of crisis management styles (the dependent variable) at Al al-Bayt University in Jordan showed the presence of a moderate level of importance of

crisis management styles (changing path, crisis containment, crisis fragmentation, and reserve mobilization). The first level of relative importance was crisis containment, followed by crisis fragmentation at the second level of relative importance, then changing path at the third level of relative importance, and at the last level of importance was the reserve mobilization style. Crisis containment style was ranked at the first level, possibly due to its ability to confine and freeze a crisis at a certain stage for treatment, hence the university relies on emergency response teams to contain the crisis, negotiate with the causes, and prevent external parties from intervening for their own gain, it also seizes the opportune moment to take appropriate actions that mitigate crises. Crisis fragmentation style was ranked at the second level due to the university's tendency to conduct necessary studies to gather sufficient information about the nature of a crisis, identify its causes and conflicting factors, and then divide it into smaller parts for individual handling in order to solve it and alleviate the resulting pressure. Changing path style was ranked at the third level, as the university must change the path of a crisis if it is unclear, redirecting attention to a different topic to mitigate losses, damages, and the severity of the crisis, and this requires the concerted efforts of all employees, especially when the crisis cannot be stopped. Reserve mobilization style was ranked last, possibly due to the university's limited material and financial resources, making it unable to provide cash reserves and a strategic inventory to face potential crises.

The results demonstrated a significant impact of strategic intelligence with its dimensions (foresight, future vision, systemic thinking, partnership and motivation) on crisis management styles (changing path, crisis containment, crisis fragmentation, and reserve mobilization) at Al al-Bayt University in Jordan. Strategic intelligence plays an important and active role on organizations in general, including universities, especially those facing challenges and crises from time to time, this means the necessitates of a rapid response to various changes through foresight of the future, comprehensive and integrated systemic thinking to build a clear vision, forming partnerships, and motivating university staff to adopt non-traditional management methods that enable it to face crises, keep up with continuous developments, and compete globally. This result supports the findings of Al-Asmari's (2022) study in the Saudi banking sector in the Assir's region, which found an impact of strategic intelligence on crisis management, as well as Yassin's (2020) study at Al-Hamdaniya University in Iraq, which showed that strategic intelligence contributes to enhancing the effectiveness of crisis management, and that the more strategic intelligence is applied, the more effective crisis management is in organizations.

The results also indicate a significant impact of strategic intelligence on the changing path style at Al Al-Bayt University. This can be attributed to the fact that, in order to efficiently and effectively confront crises, the university must deal with them intelligently, through foresight, systemic thinking, and motivating employees, and by doing so, the university can redirect the path of the crisis, reducing its severity and potential risks, additionally, the university seeks to draw attention to a contrasting issue, separate from the crisis itself.

The results also illustrate a significant impact of strategic intelligence on the crisis containment style at Al Al-Bayt University. This can be attributed to the fact that the university adopts strategic intelligence to confine and limit the crisis within a specific scope, prevent external entities from exploiting the crisis to their advantage and negotiate with the crisis instigators to contain its effects on the university's operations.

Furthermore, there is a significant impact of strategic intelligence on the crisis fragmentation style at Al Al-Bayt University. This can be attributed to the fact that the university, through strategic intelligence, chooses a crisis fragmentation style, thus this style is important and

effective as it allows for the confrontation of crises by dividing them into smaller parts and dealing with each part separately, relying on experts and specialists. This can only be achieved through foresight, systemic thinking, motivating and training employees, and encouraging them to find the best ways to confront various crises that hinder the university's operations, so it will find the effective and positive solutions that reduce the impact of crises and improve performance at the university.

Moreover, the study reveals a significant impact of strategic intelligence on the reserve mobilization style at Al Al-Bayt University. This can be attributed to the fact that strategic intelligence enables the university to make appropriate decisions that help it confront crises and address the severe shortage of resources, so the university focuses on contingency planning aiming to have a strategic material and financial reserve that enables it to face all crises and mitigate the negative effects resulting from them.

This study contributes to urging managers and leaders in organizations to adopt strategic intelligence in their organizations, since it emphasizes the clear and important role it has on the development and improvement of these organizations, enhancing their ability to confront and address crises effectively. This, in turn, contributes to their survival, growth, and overall performance improvement.

### **Recommendation**

In light of the findings, the study presents a set of recommendations that can be utilized by managers and decision-makers at Al al-Bayt University in Jordan. These recommendations include the following:

- The necessity of increasing attention to strategic intelligence and its dimensions at Al al-Bayt University, in order to enhance the level of its practice and implementation. This is crucial due to its significant and effective role in addressing, mitigating and minimizing crises and their negative impacts, as well as improving the overall performance of the university.
- The importance of promoting and supporting a culture that motivates employees and encourages them to execute the university's future vision by empowering and involving them in decision-making processes. Additionally, fostering a competitive environment to provide solutions for crisis, achieve accomplishments, and utilize incentives accordingly.
- The emphasis on enhancing crisis management styles with all its forms, elevating their practice and implementation at the university to a higher level; this is aimed at achieving better excellence in crisis management, reducing risks, and minimizing damages.
- The importance of ensuring a reserve stock to enhance the university's capacity for crisis response and handling.

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