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RESEARCH ARTICLE – BUSINESS MANAGEMENT

The Impact of Strategic Intelligence on Production and Operations Decisions: An Exploratory Study in the General Company for Food Products

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Abstract

The study aimed to know the impact of strategic intelligence on production and operations decisions، through the dimensions of strategic intelligence represented by (foreseeing، organized thinking، future vision، motivation، partnership، intuition، and creativity). The descriptive analytical approach was used، and the questionnaire was adopted as the main tool in collecting data and information from respondents in the General Company for Food Products as a purposive sample consisting of (315) individuals who hold administrative positions (senior، middle، and lower)، represented by (General Manager، Deputy General Manager، Department head، division director، and unit director. The study reached a number of conclusions، the most important of which is that the company's leaders' interest in strategic intelligence has positive repercussions on production and operations decisions، as the results showed that there is a positive and significant correlation between strategic intelligence in terms of its tools (in general) and production and operations decisions in terms of its dimensions (in general). This indicates that taking... Decisive and successful decisions in production and operations are linked to the interest of the company's managers and leaders in the dimensions of strategic intelligence.

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Keywords: Strategic Intelligence, production and operations decisions.

1. Introduction

Strategic intelligence is one of the characteristics of the human mind, an icon of strategic authority, and a feature of modern perception, prominent, and leadership thinking. This is classified as intangible human knowledge. The company's leaders' possession of strategic intelligence is one of the effective tools that achieve success and excellence for production decision-makers and operations, Contemporary organizations today face many changes internally and externally, it leads to confusion in the formulation of decisions in these organizations, which has put pressure on their ability to survive and continue their work.

The research problem is highlighted by answering the following questions: Do the leaders of the research sample company care about strategic intelligence? What is the level of implementation of production and operations decisions in the researched company? Is there a significant correlation between strategic intelligence and production and operations decisions? Is there a significant impact of strategic intelligence on production and operations decisions in the researched company? A hypothetical research plan was built according to the research variables, as the independent variable represents strategic intelligence, while the dependent variable represents production and operations decisions.

The research aimed to study and measure the extent to which the leaders of the company under study enjoy strategic intelligence and reveal the reality of its work and its role in supporting production and operations decisions. The research gains its importance in directing the attention of the leaders of the researched company to the necessity of relying on the philosophy of strategic intelligence and its strategic dimensions in formulating the company's production and operational decisions and improving the quality of those decisions, Because it is a decisive factor in confronting competing companies in the field of business and the possibility of contributing to developing solutions to the problems facing our industrial organizations, especially with regard to competition and optimal exploitation of material and financial resources through the application of strategic intelligence, The researchers chose the General Company for Food Products as a site to implement the practical aspect of the research, and the questionnaire (5 Likert scale) was used as a tool for collecting data, (340) questionnaire forms were distributed to managers at the administrative levels (senior, middle, and lower) who hold the position of (general manager, assistant general manager, factory

manager, department managers, division managers, and unit managers) in the General Company for Food Products (the company's main headquarters, Al-Ma' mun, Al-Rashid, Al-Amin, and Al-Farabi factories) located in Baghdad Governorate, (326) questionnaires were retrieved, and (11) questionnaires were not subject to analysis. As for the valid forms that were adopted in the analysis, they were (315). The exploratory research method was adopted, and the data was analyzed adopting the descriptive analytical method using the statistical analysis program SPSS.

2. Research Methodology

2.1 Research problem

Most organizations face many challenges in light of the uncertainty and relative lack of stability of the business world, including its fluctuations, or those that they choose to deal with as opportunities and threats, which impose on organizations the necessity of searching for new alternatives and modern methods when formulating their strategies and making their production decisions. And to be always ready to achieve their goals and succeed in the short and long term

In this context, organizations have become represented by their leaders and decision-makers in general and productivity in particular in front of an important test that forces them to confront these challenges with modern methods and tools that make them able to deal with them with great ability and superiority, One of these tools is strategic intelligence as a new method for confronting challenges and crises and providing them with the information necessary to make effective decisions that serve the organization and achieve excellence and success, Therefore,

The problem of the research lies in the weakness and lack of awareness of the leaders of the General Company for Food Products of the dimensions of strategic intelligence and the lack of not employing it in making their production and operational decisions, which the researchers noticed during their inspection tours in the researched company.

Based on the above, the research problem can be clarified through the following questions:

- Do the leaders of the research sample company care about strategic intelligence?-
- What is the level of implementation of production and operations decisions in the researched company?
- Is there a significant correlation between strategic intelligence and production and operations decisions?
- Is there a significant impact of strategic intelligence on production and operations decisions in the company under investigation?

2.2. Research Importance

The importance of the research lies in the following:

- Directing the attention of the leaders of the researched company to the necessity of relying on the philosophy of strategic intelligence and its strategic dimensions in formulating the company's production and operational decisions and improving the quality of those decisions because it is a decisive factor in confronting competing companies in the field of business.
- The possibility of the current research contributing to developing solutions to the problems facing our industrial organizations, especially with regard to competition and optimal exploitation of material and financial resources through the application of strategic intelligence.
- The current research came in light of the challenges faced by organizations in general and Iraqi organizations in particular, at the local and international levels, which force them to invest in strategic intelligence to make decisive and appropriate production and operations decisions.

2.3. Research objective

The research seeks to achieve the following goals:

- Measuring the level of awareness of the leaders of the researched company about strategic intelligence, in terms of its dimensions and reality, theoretically and practically
- Study and measure the extent to which the leaders of the company under study possess strategic intelligence and reveal the reality of their work and its role in supporting production and operations decisions.
- Providing a supportive vision for the process of making production and operations decisions by the philosophical content, because it is an applied attempt to reveal the levels of strategic intelligence that various leaders will benefit from in diagnosing the reality of their organizations and the expansion it achieves in the strength of those decisions.
- Identify the nature of the correlational and influential relationship between strategic intelligence and production and operations decisions.

2.4 Hypothetical outline of the research:

The research hypothetical plan represents an intellectual construction of the two research variables, which it clarifies the relationship and influence between them in preparation for testing the hypotheses. Figure (1) shows the research hypothesis plan.

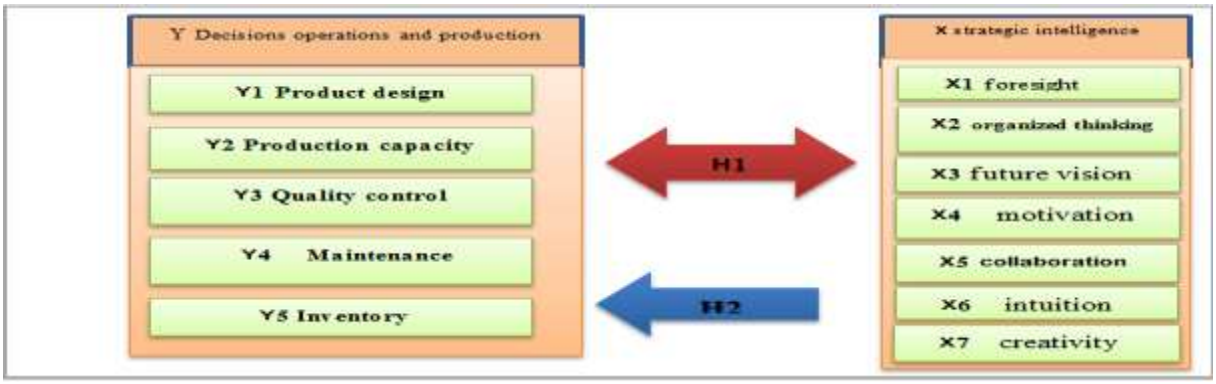

Figure (1) shows the research hypothesis plan.

2.5 hypotheses Development

The research seeks to formulate hypotheses to answer the intellectual questions in the research problem, as a set of hypotheses will be developed to test the hypothetical plan and test the validity of the hypotheses represented by the relationship of correlation and effect between the variables through the following hypotheses:

The first main hypothesis: There is no statistically significant correlation between the dimensions of strategic intelligence and production and operations decisions. The following hypotheses are derived from this hypothesis:
There is no significant correlation between foresight and production and operations decisions.
There is no significant correlation between organized thinking and production and operations decisions.
There is no significant correlation between the future vision and production and operations decisions.
There is no significant correlation between motivation and production and operations decisions.
There is no significant correlation between collaboration and production and operations decisions.
There is no significant correlation between intuition and production and operations decisions.
There is no significant correlation between creativity and production and operations decisions.

The second main hypothesis: There is no significant effect of the dimensions of strategic intelligence on production and operations decisions. The following hypotheses branch out from this hypothesis:
There is no significant effect of foresight on production and operations decisions.
Organized thinking has no significant effect on production and operations decision.
There is no significant impact of the future vision on production and operations decisions.
There is no significant effect of motivation on production and operations decisions
There is no significant impact of the collaboration on production and operations decisions.
There is no significant effect of intuition on production and operations decisions.
There is no significant effect of creativity on production and operations decisions.

2.6 Research methodology

The researchers adopted the applied approach and the descriptive analytical approach in research applications, and the questionnaire was adopted as the main tool in collecting data on the research sample, as the independent variable included (7) sub-variables, which are the dimensions of strategic intelligence (foresight, organized thinking, future vision, motivation, collaboration, and intuition , and creativity). The researchers relied on the study of (Al-Azzawi, 2008) as a ready-made measure of the aforementioned dimensions. As for the dependent variable, it represents production and operations decisions and consists of (5) sub-dimensions, namely (product design, production capacity, quality control, maintenance, and inventory) and relied on the study of (Al-Dabbagh 2002) as a measure of the dependent variable: production and operations decisions.

2.7 Statistical methods used in the research

A number of statistical methods were adopted in the practical aspect, which are:

- Testing clarification or interpretation
- The probability associated with the calculated F-value (p-value of F).
- Regression Coefficient tests.
- The attached test of the calculated T-value (p-value of t)
- Arithmetic mean: determines the level of response of the studied sample to the variables of the study.
- Standard deviation: To measure the level of dispersion of sample answers from the arithmetic mean.
- Coefficient of variation: It is used to measure the homogeneity of the sample investigated.
- Relative importance: It indicates the degree of importance of the research sample's response to the questionnaire items distributed to them.

2.8 The research community and its sample

The size of population reached (599) managers in the General Company for Food Products, and (340) questionnaire forms were distributed to managers at the administrative levels (higher, middle, and lower) who hold the position of (general manager, assistant general manager, factory manager, department managers, division managers, And unit managers) at the General Company for Food Products (the company's main

headquarters, and the Al-Mamoun, Al-Rashid, Al-Amin, and Al-Farabi factories) located in Baghdad Governorate. (326) questionnaires were recovered and (11) questionnaires were not subject to analysis. As for the valid forms that were approved in the analysis, they were It was (315). The exploratory research method was adopted, and the data was analyzed using the descriptive analytical method using the statistical analysis program (SPSS v.28). Table (1) shows the characteristics of the research sample.

Table 1 Demographics

Gender	Male	**236**	**%75**
	Female	**79**	**%25**
marital status	Married people	**306**	**%97**
	Singles	**9**	**%3**
Age	50-41	**222**	**%70**
	50 <	**90**	**%29**
	40-31	**3**	**%1**
Last education	BSC	**277**	**%88**
	Diploma	**7**	**%2**
	Senior High School	**31**	**%10**
job position	Director general	**1**	**%1**
	Assistant General Manager	**1**	**%1**
	Director of the Department	**55**	**%17**
	Division manager	**202**	**%64**
	Unit manager	**56**	**%17**
Business Period	20 <	**129**	**%41**
	20-15	**157**	**%50**
	15-10	**19**	**%6**
	< 5	**10**	**%3**

2.9 Previous studies:

2.9.1 Study (Mahmoud, 2019).
Study Title (The impact of strategic intelligence in crisis management, an analytical study in the office of the Iraqi Anbar Governorate).
The study aimed to know the impact of strategic intelligence on crisis management, to arrive at an appropriate formula for confronting the crises to which the Anbar Governorate Office is exposed.
The study adopted the descriptive analytical approach in testing the main and subsidiary hypotheses related to relationships of correlation and influence and answering the questions related to the problem of the study. A sample was chosen in a manner I mean, it includes (98) individuals from the senior leadership and decision-makers in the governorate office Governorate, and based on the questionnaire form for the study, (99) questionnaires were distributed to the sample, and using the statistical program (SPSS) and the statistical methods adopted by analyzing the data, it was found that there was agreement for most of the sample members on the items of the independent variable (strategic intelligence) and a set of results were reached, the most prominent of which is the adoption of The experience and competence possessed by the Bureau's employees, and they possess the experience and intellectual capital that helps the organization advance and progress and encourage them to make decisions, and the possibility of benefiting from them in making strategic decisions in the face of crises.

2.9.2 Study (Hashim, 2020).
Study Title (The role of strategic intelligence in organizational success, an exploratory study in the colleges of the Iraqi University of Fallujah).
The study aimed to know the role of strategic intelligence as an explanatory variable in organizational success as a dependent variable in the colleges of the University of Fallujah as a community for study and based on the importance of the study to the organization and society, a descriptive analytical approach was adopted for the variables of the study. The study sample included (125) employees intentionally represented by (deans, assistants, Department heads, divisional officials, and unit officials. A main questionnaire was used to collect data, including (50) items. Personal interviews and field observations were also used as tools to collect data The statistical program (SPSS) was adopted to process and analyze the data, and the study reached a set of conclusions, including that senior management in the university's colleges uses the variables of strategic intelligence represented by (foreseeing, systems thinking, future vision, motivation, partnership) combined to maximize organizational success. , more than if they were used individually, and this indicates the interrelation and integration between these dimensions, and a number of recommendations were reached, the most prominent of which is the need for senior management to pay attention to motivating efficient workers and encouraging them to perform outstandingly, because of its positive impact in increasing the efficiency of individuals working to achieve outstanding performance.

2.9.3 Study (Al-Rafi'i, 2007).
Study Title (The impact of customer knowledge management on a number of operational decisions/a descriptive and analytical study in the ready-made men's clothing factory in Najaf Al-Ashraf).
The research aims to analyze and diagnose (the impact of customer knowledge management on some operational decisions). A descriptive and analytical study in a man's clothing factory in Najaf. It is believed that the strategic and important role of (customer knowledge management) is achieved in determining effective and efficient (production and operations decisions), especially after major changes. In the Iraqi economy, opening markets, increasing competition, free access to goods and merchandise, and directing state policy towards free markets .The study

relied on a hypothetical model that was built after reviewing and analyzing the literature related to the subject within the framework of three main hypotheses from which several sub-hypotheses emerged. To test the validity of the established hypotheses, data related to the variables of the study model were collected by adopting a questionnaire prepared for this purpose and using an ordinal scale, in addition to the method of personal interviews and field observation. . The study reached results that support most of the study's hypotheses and reached a set of theoretical and applied conclusions.

2.10. What distinguishes the current research from previous studies and the similarities?
The current research is applied in an environment different from previous studies, as most researchers applied the topic of strategic intelligence in a service work environment, universities and colleges, while the current study was distinguished in its application in a purely industrial work environment and an important Iraqi research field that the country needs to advance the industrial reality in general and the reality of the company under research in a way Private.

Most of the previous studies relied in the research sample on managers at different administrative levels, and most of the sample was (deans, assistant deans, department heads, division directors, and unit directors). The sample of our current research was represented by (general manager, assistant general manager, factory manager, department managers, division managers, and unit managers) since the company in the research community is an industrial company.

3. Literature Review

3.1. Independent variable: strategic intelligence
3.1.1. The concept of strategic intelligence: the term strategic intelligence is one of the concepts that writers and researchers in the field of management and organizational work have paid attention to, and they have given many definitions and concepts, including what is shown in Table (2).

Table 2 the concept of strategic intelligence

the concept	researcher	N
A concept that aims to reduce uncertainty at certain times by adopting a specific strategic idea.	**[1]**	**1**
It is effective management capable of confronting and detecting threats and exploiting available opportunities.	**[2]**	**2**
Theories of power that Max Weber linked to achieving goals through controlling activities and material and human resources .	**[3]**	**3**
The process of obtaining information from the environment to create strategic value and assist in making rational decisions	**[4]**	**4**

3.1.2 Dimensions of strategic intelligence

- **Foresight**: This is the ability to anticipate and identify trends that could pose a threat to an organization or provide opportunities for it [5]
- **Organized thinking**: It is the ability to group or combine elements instead of dividing them into parts for analysis, and the goal is to show how these groupings fit and prepare the individual or individuals to lead people in new directions of action [6]
- **Future vision**: It refers to perceptions and expectations of what organizations should achieve, and it constitutes a view of the future. Speculations and expectations are obtained in the long term, and most organizations strive hard to catch up with the future they seek to achieve their goals, and this requires preparation to reach those goals [7]
- **Collaboration**: this is the possibility for the organization to form strategic alliances with individuals, groups of people, and other forces inside and outside the organization to achieve its goals [7]
- It represents a set of practices related to carrying out tasks and maximizing the role of workers by participating in their work [8]
- **Motivation**: These are actions that enhance the motivation that motivates the individual to act. It is up to the individual to decide whether or not he or she is motivated and motivated to do so [9]
- **Intuition**: It is represented by the abilities and capabilities that intuitive strategists possess in terms of self-understanding. Communication begins with the deliberate application of strategic thought, moves through foresight and insight, and ends with determination [10]
- **Creativity**: It is the transformation of new knowledge into new, unique, and useful products and ideas in the field of management [11] it includes developing new ideas in areas such as business, improving and developing products, leadership in team management, and improving customer service. On the other hand, the acceleration and diversity of the fields in which the concept of creativity is spreading has led to differences in theories due to the different interpretations of scientists and researchers and their different interests at the forefront of the subject of creativity [12]

3.2 Production and operations decisions

3.2.1The concept of production and operations decisions: Production and operations decisions are the basis of the production function and the main means of achieving the competitive advantage represented by (lower cost, quality control, high flexibility, delivery, and the ability to innovate), to help companies continue their work and activities and achieve the goals of continuity, survival, growth, and development. This goal requires making correct decisions in the areas of operations, production, etc. Decision making is the core of the management process and

is an essential function that a manager can perform in an organization. This process aims to choose the best alternatives from a group of available solutions to reach the desired goals. [19] Including what is shown in Table (3).

Table 3 the concept of Production and operations decisions

the concept	researcher	N
Functions in production and operating decisions that support organizations' mission and help them implement their strategy.	**[13]**	**1**
Translate service or product plans and competitive priorities into decisions that impact the operations that support these sectors	**[14]**	**2**
A set of correct decisions aimed at creating an advantage that supports the organization's available production resources and resources towards achieving its goals.	**[15]**	**3**

According to the definitions mentioned, production and operations decisions can be defined as a group of important decisions aimed at achieving the organization's set activities and goals.

3.2.2 Dimensions of production and operations decisions

- **Product design**: Products are often the first thing customers deal with organizations, so it is more important to design them according to customers' needs and expectations. Changes in patterns and models and developments in technology require the process of updating product designs over a continuous and continuous period to provide products with designs that meet the ever-increasing needs of customers [16].
- **Production capacity**: It is a measure of the outputs of organizations' production and service operations, and is expressed as the number of units produced or services provided during a specific period based on future demand [14].
- **Quality control**: This means producing products according to standards, "getting it right the first time." It is considered a measurable variable from the producer's point of view, and from the customer's point of view, quality meets requirements and is translated into product specifications through research, and then the manufacturing process is organized based on these specifications [17].
- **Inventory**: Maintaining Inventory speeds up the process of responding to customers' desires on time and reduces fears of not responding to requests on time. Warehouse managers seek to achieve a balance between maintaining a high or low percentage of stock and determining an appropriate stock level [18].
- **Maintenance**: All activities that contribute to the maintenance of systems and equipment in the appropriate working order [17].

4. The practical aspect

4.1 .Company overview

The General Company for Food Products is one of the largest and most important organizations affiliated with the Iraqi Ministry of Industry and Minerals. It is a productive and economic organization with self-financing and wholly owned by the state. It enjoys legal personality and financial and administrative independence and operates according to a stable economic system. It is a public unit that follows the Public Companies Law (22) of 1997. With a capital of three billion two hundred and thirty-six million and fourteen thousand dinars, its main headquarters is located in Baghdad Governorate. The company specializes in producing several products, which are:

- Solid fats, liquid oils, soaps, detergents of all kinds, and cosmetics.
- Dairy and its derivatives.
- Sugar of all kinds and incidental and complementary products.
- Food and industrial starch, and dextrin.
- Tobacco and cigarettes of all kinds.
- Printing paper and cardboard labels, printing boxes and tins, and printing for others.

The General Company for Food Products was chosen as a site to implement the practical aspect of the research. The factories located in Baghdad Governorate were chosen (the company's main headquarters, in addition to its factories, which are Al-Rasheed Factory, Al-Mamoun Factory, Al-Amin Factory, and Al-Farabi Factory) and their location in Baghdad, with (340) questionnaires distributed to managers working in The mentioned factories At the administrative levels (senior, middle, and lower) who hold the position of (General Manager, Assistant General Manager, Factory Manager, Department Managers, Division Managers, and Unit Managers), the researchers used the statistical program (SPSS) in analyzing the research data, and (340) were distributed. A questionnaire form was prepared directly in the aforementioned factories. (326) questionnaires were recovered and (11) questionnaires were not subject to analysis. As for the valid questionnaires that were adopted in the analysis, they were (315) questionnaire forms.

4.2. Statistical analysis

4.2.1. Description of the responses of members of the research sample to the independent variable "strategic intelligence" and its seven dimensions. This paragraph explains the statistical description of strategic intelligence and its variables in general, as Table (3) shows the descriptive results for the variable (strategic intelligence) and its seven dimensions in general, The general arithmetic mean of the variable was (4.04), the standard deviation was (0.85), the values of the coefficients of variation were (21.03), and the relative importance was (81%). These data show that strategic intelligence obtains a high percentage of importance according to the answers of the sample studied, This indicates that the organization's leaders and managers, the research sample, have good strategic intelligence, which requires them to increase and maximize this level through their ability to foresight, extrapolate the future, and delve deeply into thinking about its intuitive implications Giving the importance of involving the company's members in these important and decisive decisions and motivating them towards providing the best performance, the sub-dimensions of strategic intelligence for the research sample were as follows (organized thinking, foresight, motivation,

intuition, partnership, future vision, and creativity) respectively and according to the data of the results of the sample's answers, and as Shown in Table (4).

Table 4 Descriptive statistics for the strategic intelligence variable and its dimensions

N	Paragraphs	Mean	Std. Deviation	Coefficient of Variation	Materiality	Arrangement of paragraphs
1	Foresight	4.25	0.52	12.24	85%	2
2	Organized thinking	4.31	0.61	14.15	86%	1
3	Future vision	3.88	0.98	25.25	77%	6
4	Motivation	4.15	0.78	18.79	83%	3
5	Partnership	3.89	0.92	23.65	78%	5
6	Intuition	3.96	0.85	21.46	%79	4
7	Creativity	3.82	0.87	22.77	%76	7
	The general average of the strategic intelligence variable	4.04	0.85	21.03	% 81	-

4.2.2 Descriptive interpretation of the response of the members of the researched sample regarding the variable (production and operations decisions) and its five dimensions. This paragraph explains the statistical description of production and operations decisions and their variables in general Table (5) shows the descriptive results of production and operations decisions and their sub-dimensions in five dimensions, as the general arithmetic mean was (3.98), the standard deviation was (0.51), and the coefficient of variation was (12.81), with a relative importance of (80%), These data indicate that production and operations decisions may have a high value of importance according to the data of the sample members, which explains the company's leaders in making critical production and operations decisions because of their awareness of their importance in maximizing the organization's financial, material, and moral resources and contributing to achieving competitive advantage And make the company achieve its medium and long-term goals. As for the arrangement of the dimensions of production decisions and sub-operations at the level of the company's leaders and managers, the research sample came as follows (quality control, maintenance, inventory, production capacity, and product design) in succession according to the data of the research sample members' answers and follows: Shown in Table (5).

Table 5 Descriptive statistics for the production and operations decisions dimension

N	Paragraphs	Mean	Std. Deviation	Coefficient of Variation	Materiality	Arrangement of paragraphs
1	Product design	3.80	0.77	20.26	76%	5
2	Production capacity	3.86	0.83	21.50	77%	4
3	Quality control	4.14	0.88	21.25	83%	1
4	Maintenance	4.11	0.78	18.97	82%	2
5	Inventory	4.01	0.87	21.69	80%	3
	The general rate of variable (POD)	3.98	0.51	12.81	80 %	-

4.3. Analyzing hypotheses of correlation and influence relationships between research variables

4.3.1. The main research hypotheses and sub-hypotheses were formulated to determine the relationship and influence between the research variables and to test the first main hypothesis, which states (there is no statistically significant correlation between strategic intelligence and production and operations decisions), and sub-hypotheses are derived from them. Table (6) shows the correlation relationships between the dimensions of strategic intelligence. Production and operations decisions are as follows

Table 6 Correlation coefficients between the research variables

Independent variable	Foresight	organized thinking	Future vision	Motivation	Partnership	Intuition	Creativity	Strategic intelligence
Dependent variable (production and operations decisions)	**0.812***	**0.693****	**0.712***	**0.793***	**0.652***	**0.774***	**0.836****	**0.716***

Table 6 shows the following:

1. The strategic intelligence variable and production and operations decision-making have a very strong, statistically significant, and positive association with 95% confidence. At a 95% confidence level, the simple linear correlation coefficient reached (*0.716), indicating acceptance of the second major hypothesis and rejection of the first. The alternative theory supports the assertion that there is a substantial link between strategic intelligence and production and operations decisions.

2. The simple linear correlation coefficient, which was (*0.812), indicated a high, statistically significant, positive association between Foresight and production and operations decisions. As a result, we accept the first sub-alternative hypothesis while rejecting the null hypothesis.
3. As the simple linear correlation coefficient reached (**0.693), there is a substantial, statistically significant, and positively skewed association between organized thought and production and operations decisions with 99% confidence. Due to this, we adopt the second alternative sub-hypothesis rather than the null hypothesis.
4. As the simple linear correlation coefficient reached (*0.712), there is a strong, statistically significant, positive association between the future vision and production and operations decisions with a 95% confidence level. As a result, we adopt the third alternative sub-hypothesis instead of the null hypothesis.
5. The simple linear correlation coefficient, which was (*0.793), indicated a strong, statistically significant, and positive association between motivation and production and operations decisions. As a result, we adopt the fourth alternative sub-hypothesis instead of the null hypothesis.
6. The partnership and production and operations decisions have a strong, statistically significant, positive association with 95% confidence, as shown by the simple linear correlation coefficient of (*0.652). As a result, we accept the fifth sub-alternative hypothesis and reject the null hypothesis.
7. As the simple linear correlation coefficient reached (*0.774), there is a strong, statistically significant, positive association between intuition and production and operations decisions with a 95% confidence level. As a result, we accept the sixth alternative sub-hypothesis and reject the null hypothesis.
8. The simple linear correlation coefficient reached (**0.836), indicating a strong, statistically significant, and positive association between creativity and production and operations decisions. As a result, we accept the seventh alternative sub-hypothesis and reject the null hypothesis.

4.4 Testing influence relationships

This analysis aims to know the effect and significance of the explanatory variables on the dependent variable, and this includes applying several statistical methods, including the explanatory or interpretation factor (R^2) the probability associated with the calculated value of F (p-value of F), the regression parameter regression coefficient, and the probability associated with the calculated value of (p-value of t).

4.4.1 The impact of strategic intelligence on production and operations decisions

Table (7) shows a test of the effect of strategic intelligence on production and operations decisions. The results show that the explanatory variable strategic intelligence contributes (51%) of the changes found in production and operations decisions, while the other variables contribute (49%), which is a good percentage that reflects the importance of this. The variable, the calculated F value was (4.54), which is greater than the tabulated F value of (3.87). Thus, we reject the null hypothesis, which states that there is no significant effect of the explanatory variable "strategic intelligence" on the dependent variable, "production and operations decisions," and we accept the alternative hypothesis, which states that there is a moral effect. For the explanatory variable, the dependent variable is making production and operations decisions. The value of the marginal slope for the effect of the explanatory variable "strategic intelligence" was (1.54), and this indicates that whenever interest in the levels of strategic intelligence increases by one unit, the levels of production and operations decisions increase by (1.54) and vice versa. Through the t-test of the significance of the explanatory variable, the value of, The t-test (1.98), which is greater than its tabular value of (1.65), meaning that the effect is significant. That is, we reject the null hypothesis, which states that there is no significant effect of the explanatory variable, strategic intelligence, on the dependent variable, production and operations decisions, and we accept the alternative hypothesis, which states that there is a significant effect of the variable, explanatory strategic intelligence on the dependent variable. Thus, we reject the second main null hypothesis and accept the alternative hypothesis, which states that there is an effect of strategic intelligence on production and operations decisions. It is also clear from the table that all dimensions of strategic intelligence represented (foreseeing, organized thinking, future vision, motivation, partnership, intuition, and creativity) have a high moral impact on production and operations decisions, given that the value of their coefficient of determination is greater than 50% and that the value of t the calculated value is greater than its tabular counterpart, which is 1.65, and the calculated F value is greater than its tabular value, which is 3.87. Thus, we reject the null hypothesis and accept the first, second, third, fourth, fifth, sixth, and seventh alternative sub-hypotheses of the second main hypothesis.

Table 7 the effect of strategic intelligence on production and operations decisions

Explanatory variable	Dependent variable	R^2	Calculated F value	Tabular F value	Comment	Constant limit value a	β_i	Calculated t values	Tabular t-values	Comment
Strategic intelligence	Production and operations decisions	51%	4.54	3.87	Sig	0.72	1.54	1.98	1.65	Sig
Foresight	Production and operations decisions	66%	12.84	3.87	Sig	1.357	0.680	3.79	1.65	Sig
Organized thinking	Production and operations decisions	48%	5.98	3.87	Sig	0.965	1.034	1.98	1.65	Sig
Future vision	Production and operations decisions	51%	3.93	3.87	Sig	1.43	0.754	1.88	1.65	Sig
Motivation	Production and operations decisions	63%	4.24	3.87	Sig	1.234	0.743	2.01	1.65	Sig
Partnership	Production and operations decisions	42%	4.54	3.87	Sig	0.765	1.73	2.93	1.65	Sig
Intuition	Production and operations decisions	60%	4.30	3.87	Sig	2.87	1.53	2.12	1.65	Sig
Creativity	Production and operations decisions	73%	4.12	3.87	Sig	0.85	1.31	2.23	1.65	Sig

5- Conclusions

1. Through the interpretation of the concept of strategic intelligence, it became clear that it is a basis for crystallizing its concepts in many directions. The first direction focused on it being a process or tool for obtaining and analyzing information. The second direction focused on it being a function through which the organization determines the opportunities available in its environment. As for the third direction, he considered it to be a basic feature for strategic leaders.
2. There is a clear effort by the senior management in the research sample company to work to extrapolate the future, including the rapid changes and events it contains, to improve administrative and service work and keep pace with developments at various levels.
3. The company seeks to address the obstacles and problems it faces by adopting the principle of partnership with organizations of common interest, to provide or obtain assistance, and the possibility of benefiting from the expertise, experiences, and capabilities that characterize other organizations, which contribute to providing the company under investigation with the energies and solutions necessary to solve its problems.
4. There is interest from the management of the General Company for Food Products in the issue of strategic intelligence, and this is a good thing that is credited to the company's management, noting that the results show that there is a lack of interest in some dimensional variables, and this is what the company must address to rise to what is the case in other companies, whether at a local level. Or regional or international.
5. It was found that the leaders in the General Company for Food Products possess the dimensions of strategic intelligence represented by (foreseeing, systemic thinking, future vision, motivation, partnership, intuition, and creativity) collectively in making more updates and positive developments in making decisive and successful production and operations decisions, better than Using these dimensions individually, this confirms the existence of interconnectedness and harmony between these dimensions, their impact is greater in teamwork, unlike using each dimension individually to make production and operations decisions.
6. The interest of the leaders of the researched company in strategic intelligence has positive repercussions on production and operations decisions, as the results showed that there is a positive and significant correlation between strategic intelligence in terms of its tools (in general) and production and operations decisions in terms of its dimensions (in general). This indicates that making decisive and successful decisions in production and operations is linked to the interest of company managers and leaders in the dimensions of strategic intelligence.
7. The company's managers adopted the dimensions of strategic intelligence, according to the mobilization of joint procedures and enhanced their foresight in the face of complexities and changes that have an impact in the future. The company adopted organized thinking in seeing the events surrounding the work and its keenness to interact and share knowledge among employees and urging them to engage in creative ideas and activities because they improve the quality of decisions. taken in production and operations.
8. The existence of an influence relationship between strategic intelligence and production and operations decisions, which results in rejecting the null hypothesis which states (there is no significant effect of the dimensions of strategic intelligence in production and operations decisions) and accepting the replacement hypothesis which states (there is an influence relationship between the dimensions of strategic intelligence in general and production and operations decisions.
9. The company has internal and external communications systems that it uses to transfer and exchange information inside and outside the company that helps it complete all required work, especially work related to production and operations decisions.
10. Harmony and compatibility contribute to the material and human resources that the researched company possesses, which ensures that the company's needs are met, with a clear vision of the extent to which the working individuals understand the plans and goals that need to be accomplished and achieved.
11. The company includes efficient human resources with experience and expertise in the field of operating production lines, in sufficient numbers to cover the company's needs and contribute to raising the level of operations and production performance.
12. Production and operations decisions receive great attention from decision makers in the company under study, as they are considered an influential weapon in its success, which requires attention from leaders in the company under study.

6. Recommendations

1. Organizations and their senior management must be persuaded and persuaded to apply the dimensions of strategic intelligence and believe in its importance because it is linked to the core work of managers at the various administrative levels (lower, middle, and upper) and contributes to providing them with successful and decisive administrative and operational decisions.
2. The possibility of the leaders of the researched organization adopting a principle of motivation for its workers, in a way that makes them perform their functional activities effectively, which contributes to enhancing their sense of organizational belonging, and this in turn will be reflected in the quality of the capabilities and experiences that they possess and use them with all sincerity in reaching the goals to be achieved, which enhances their success.
3. The company must adopt a harmonious, integrated, and interconnected work system within it, as this contributes to increasing the effectiveness of the administrative and production decisions taken, especially since they will be made in an appropriate atmosphere of exchange of opinions and ideas between the components of the internal system to reach the result of the fruit of these mutual ideas and to make production and operational decisions Related to the company's work.
4. The possibility of the company showing greater scientific and research interest in the variables of strategic intelligence because it is one of the topics of importance in the operational and production fields that meets the company's ambitions to develop and improve its work processes.
5. It is necessary to study the company's management for any difficulties or obstacles that may prevent it from benefiting from strategic intelligence, as it has a fundamental and major role in improving the quality of various administrative and operational decisions.
6. Increasing the support of company leaders regarding the necessity of employee participation in decision-making, because it is an important part of the incentives that lead to increasing employee efficiency and pushing them toward success
7. It is necessary to enhance interest in the principle of partnership with corresponding industrial organizations, whether at the local, regional, or international level, because there are many common goals and objectives between these organizations, and the possibility of investing in these partnerships to advance Iraqi industries.
8. It is necessary for the company's management to attract and involve those with advanced degrees to work in the company's factories because they represent a practical and administrative force that contributes to the success of the organization.

9. Attention should be paid to holding workshops and training courses to introduce the characteristics and factors that contribute to making appropriate production and operations decisions and the ability to harmonize with the conditions of the company's external and internal environment.
10. Attention and training should be given to scientific and research methods in conducting maintenance operations, and feasibility studies should be conducted in the maintenance operations of the machines and machinery available to the company.

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