Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

THE IMPACT OF STRATEGIC INTELLIGENCE IN ACHIEVING ORGANISATIONAL SUSTAINABILITY: EXPERIMENTAL EVIDENCE FROM IRAQ

DHAFAR ABDUL HUSSEIN KAREEM
College of Administration and Economics, University of Babylon, Babil, Iraq.
Email: bus802.dhofar.abdulhussein@student.uobabylon.edu.iq,
ORCID: https://orcid.org/0009-0001-3063-5264

KAMEL SHAKER AL-WATIFI*
College of Administration and Economics, University of Babylon, Babil, Iraq.
*Corresponding Author Email: bus.kamil.shakeer@uobabylon.edu.iq

Abstract

This research aims to determine the impact of strategic intelligence - its five dimensions (foresight, systems thinking, future vision, partnership, and motivation) on organisational sustainability, specifically through its economic, social, and environmental dimensions. The research adopted a descriptive-analytical approach. Data were collected using a questionnaire distributed to a purposively selected sample of 102 administrative leaders working at AL-ETIHAD Food Industries Company in Iraq, a leading and reputable company in the food sector. The researchers calculated regression coefficients to measure relationships between variables using structural modelling equations in SPSS version 26 and AMOS version 26. The results showed a statistically significant positive effect of strategic intelligence on organisational sustainability at the 5% level. The findings provide a foundation for leaders to develop strategic intelligence practices that guide employees toward organisational sustainability, improve the work environment, enhance economic efficiency and social cohesion, and encourage commitment to sustainable environmental practices in food industry organisations. The research provides empirical evidence in the food industry in a country like Iraq, thus strengthening the relevant literature in other emerging countries.

Keywords: Strategic Intelligence; Organisational Sustainability; Industrial Organisation; Foresight; Systems Thinking; Food Industry; Iraq.

1. INTRODUCTION

Today's industrial organisations face highly dynamic and competitive environments characterised by rapid technological change, high stakeholder expectations, and immense economic, social, and environmental pressures. (Heubeck, 2023). In this context, ensuring sustainability has transformed from an option to an imperative strategy. By balancing economic performance, social justice, and environmental responsibility, organisations strive not only for operational continuity but also for long-term value creation. (Zioło, et al.2023, Nurhudiana, 2024) Therefore, strategic intelligence is one of the most important tools available for driving positive change within organisations. It helps organisations manage risks and crises by providing environmental insights, detecting changes, and enabling timely decisions. It also enables leaders to anticipate the future and develop future visions using systematic thinking methods, thereby aligning their organisations' sustainability goals. (Dajah,

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

2024; Mohammad et al., 2024; Abdulrazzaq, 2025; Lazaar& Amrous, 2023). However, despite growing awareness of strategic intelligence as a driver of organisational change in global organisations, this perspective is not fully implemented in the Iraqi environment. Leaders in Iraqi organisations, particularly at the Union Food Industries Company, still do not fully grasp the importance and scope of strategic intelligence in achieving organisational sustainability and recognising the disparity between the economic, environmental, and social challenges they face, such as increasing pressure to reduce emissions, rising energy consumption, and managing limited resources within a volatile operating environment like Iraq's. Their limited ability to adopt systematic strategic intelligence in decision-making, instead of the traditional approach used to address these challenges, and their neglect of employing foresight methods, systems thinking, future vision, partnership, and employee motivation to build long-term operational and production sustainability plans, result in significant waste of available resources, weak adherence to environmental and social standards, and a lack of practical tools that enable them to translate intellectual capabilities and strategic intelligence into tangible sustainability initiatives and projects that enhance the efficiency of industrial processes and ensure the company's survival and continuity in the Iraqi market. This practical deficiency is clearly reflected at the cognitive level as well, as previous literature shows a lack of knowledge in explaining how strategic intelligence affects the sustainability of organisations in the Iraqi industrial sector. Although organisational sustainability has been addressed in some studies, its integration with strategic intelligence remains unexplored experimentally, especially in the food industry, where the focus has been on competitive advantage and performance. Most empirical evidence was based on the service sector or case studies from developed countries, which differ in their operational methods due to varying laws and regulations governing industrial companies.

This raised the research question of the impact of strategic intelligence on the sustainability of Iraqi food manufacturing companies, including AL-ETIHAD Company, which has distinct operating characteristics and faces challenges such as resource scarcity and product lifecycle continuity. This prompted this research to address a knowledge gap regarding the impact of strategic intelligence on organisational sustainability at AL-ETIHAD Food Industries Company. By addressing this, this research contributes to enhancing theoretical knowledge about the relationship between strategic intelligence and organisational sustainability in emerging markets such as Iraq. It establishes a framework that directly links leadership practices based on the dimensions of strategic intelligence with the outputs of organisational sustainability (economic, social, and environmental).

Furthermore, the research provides clear and practical solutions for decision-makers and leaders in Iraqi industrial organisations, helping them transition from traditional management methods to conscious strategic practices that enhance operational efficiency, optimise resource utilisation, and implement all environmental and social standards amidst market fluctuations and contemporary crises.

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Strategic Intelligence and Organisational Sustainability

The relationship between strategic intelligence and organisational sustainability can be traced back to several theoretical frameworks that have provided the intellectual foundation for how organisations can leverage their resources and capabilities to cope with uncertain environmental changes and achieve sustainability through competitive advantage. Perhaps the most prominent of these frameworks are Barney (1991) resource-based theory and Teece et al. (1997) dynamic capability theory. The resource-based theory posits that organisational characteristics not only do not change, but that an organisation needs to adjust its direction if it wants to succeed and achieve a sustainable competitive advantage. To achieve this advantage, an organisation must not only exploit vital assets but also build new, non-imitable, and irreplaceable latent capabilities (Lubis, 2022).

In contrast, the dynamic capability theory argues that an organisation's possession of resources alone is insufficient, as a resource that gives an organisation an advantage today may lose its value when markets change. Therefore, organisational sustainability is linked to its ability to sense changes and threats and seize appropriate opportunities. (Bleady et al .2018) Based on the ideas put forward by these theories regarding competitive advantage and strategic capability, many studies have been interested in researching the relationship between strategic intelligence and variables such as competitive advantage, organisational performance efficiency and other aspects; for example, Hussein et al. (2024) conducted a study on the effect of strategic intelligence on organisational excellence. The study was applied to a sample of middle managers in Iraqi insurance companies. The results showed a significant relationship between the strategic intelligence variable and organisational excellence. Breesam's study (2026) sought to examine the relationship between postmodern strategic management and organisational excellence.

The results showed a strong positive relationship between strategic management and organisational excellence. In another study by Al-Ameri et al. (2023) on the relationship between foresight, vision, strategic partnerships, motivation, systems thinking, and organisational performance, the results indicate that the sub-elements of strategic intelligence positively impact organisational performance, providing valuable insights for strategic planners in the textile industry to enhance overall organisational effectiveness. A study by Al Khasabah & Al-Badayneh (2025) examined the impact of strategic intelligence on organisational creativity and organisational flexibility in Jordanian Islamic banks, as well as the impact of organisational flexibility on organisational creativity. The results showed a significant positive impact of strategic intelligence on organisational creativity and also a significant impact of strategic intelligence on organisational flexibility. Alhamadi (2020 study, which examined the impact of strategic intelligence on sustainable competitive advantage for Qatar Petrochemicals, Fuel Additives, Fertilisers, and Steel, demonstrated that strategic intelligence, measured by foresight, future vision, strategic partnership, motivation, and systems thinking, has a significant impact on

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

sustainable competitive advantage. Shahraki et al. (2020) tested the impact of managers' strategic intelligence on organisational innovation at Sina Insurance Company in Karaj. The results indicated a positive relationship between intelligence and organisational innovation. Sadalia et al. (2021) sought to evaluate the relationship between strategic intelligence, entrepreneurial behaviour, and organisational development in small and medium-sized enterprises (SMEs) in North Sumatra, as well as the role of financial intelligence as a mediating factor. The results showed that strategic intelligence and entrepreneurial behaviour have a significant impact on organisational development.

Related Iraqi evidence links organisational capabilities with customer outcomes. Y. A. Abbas et al. (2026) reported positive associations of digitalisation, service quality and service recovery with customer loyalty, partly mediated by customer satisfaction. Their cross-sectional survey covered 318 customers from 37 insurance companies. For the present framework, these findings suggest examining how capabilities translate into stakeholder responses. However, the study did not measure strategic intelligence or multidimensional sustainability. Its relevance is therefore contextual, rather than a direct test of the present hypothesis.

Accordingly, the research hypothesis was formulated as follows:

H1: Strategic intelligence has a statistically significant effect on the organisational sustainability of ITTIHAD Food Industries Company.

3. THEORETICAL FRAMEWORK

3.1. Strategic Intelligence

Reichert et al. (2020) defined Strategic Intelligence means the process of transforming information from the organisation's relevant environment into strategies that help increase competitiveness, using relevant information to support decision-making within organisations. While (Alwan, 2025) believes that strategic intelligence is based on an in-depth strategic analysis of the environment and the identification of its most important variables, thus providing organisations with forecasts through which the future situation is determined, leading them to a state of stability, growth and progress. It helps organisations prioritise new products and investments, which is crucial for making tough decisions that require multi-criteria evaluation (Gitelman, 2021). It enables organisations to achieve an advanced competitive position that distinguishes them from other organisations. By collecting and accurately analysing relevant data, organisations can focus on consumers and markets, monitor competitors, and adapt their strategies to maintain leadership. It prepares leaders by enhancing their skills and refining their abilities, enabling them to guide organisations in complex working environments, and it promotes innovation by helping organisations formulate successful strategies and adapt to change (Kurter, 2025).

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

3.1.1. Dimensions of Strategic Intelligence

Many researchers have identified dimensions of Strategic Intelligence, and among the most frequently mentioned and used in academic literature are:

Foresight: Foresight has become a widely used strategic planning tool globally, going beyond traditional expectations to include scenario building, stakeholder engagement, and the importance of post-foresight evaluation for continuous improvement (Kulikova & Petricheva, 2024). (Gordon et al., 2020) emphasise that foresight is the anticipation of future events to help organisations achieve their goals and succeed by managing future uncertainty in the decision-making process. It is not limited to predicting the future, but also includes integrating insights into strategy, planning, innovation, and operations to create a competitive advantage and added value for the organisation.

Systems Thinking: It focuses on understanding relationships, feedback loops, and behaviours arising from interactions between the components of the organisation and with the external environment. Therefore, this approach is essential for addressing complex and unstructured problems, characterised by multiple stakeholders, conflicting objectives, and long-term horizons (Kunc, 2024).

It helps managers to conceptualize organizations holistically, anticipate unintended consequences, and design more flexible strategies (Grewatsch et al, 2023).

Future Vision: A future vision indicates an organization's ability to envision, articulate, strive to achieve, and keep pace with the future. It is not merely aspirations but a strategic guide for decision-making and resource allocation. A clear and well-generated vision enhances the motivation of human resources and supports the development of effective strategies. Organisations that regularly review and update their vision are better able to adapt to market changes and maintain their competitive advantage (Hermawan et al., 2025).

Partnership: Partnership represents the ability to establish strategic cooperative alliances between two or more organisations to exchange information and experiences, build a successful business strategy that benefits both parties, and utilise available resources and information to achieve the desired goals (Abuktaish & Alkshali, 2020).

Motivation: Motivation in organisations is a dynamic force that is formed through internal factors (internal satisfaction and purpose) and external factors (rewards and recognition). Modern theories emphasise that the quantity and type of motivation, whether it is an internal motivation or its various external forms, constitute two key factors in predicting outcomes such as well-being, performance, and organisational citizenship behaviour (Van Den et al., 2021).

Intrinsic motivation is generated in human resources when work is inherently satisfying, and it helps with perseverance, creativity, and achieving job satisfaction (Fishbach & Woolley, 2021).

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

3.2. Organisational Sustainability

Haessler (2020) explained that organisational sustainability means how organisations achieve a balance between short-term profitability and long-term environmental and social goals, under the influence of senior management and stakeholder integration. (Mauriya, 2025) argued that organisational sustainability means operating in a way that meets the needs of the present without harming future generations. This includes balancing profit, human resources, and the ecosystem through the wise use of resources, waste reduction, and support for social and environmental well-being. (Riatmaja & Azizi, 2025) emphasised that organisational sustainability depends heavily on harmonious relationships with stakeholders, with an emphasis on producing goods using environmentally friendly materials or reducing their carbon footprint. Organisational sustainability involves balancing economic returns with environmental protection and social development, ensuring the organisation's ability to create long-term value for itself and society. Sustainable supply chain management and resource efficiency contribute to operational resilience and excellence (Sari et al., 2020; Khatib & Shuhaiber, 2022). (Hajishirzi, 2022) argues that companies integrating sustainability into their core strategies are more resilient during crises, such as COVID-19, more innovative, and better able to sustain their economic performance. Organisational sustainability enables organisations to balance environmental protection, economic growth, and social justice, thus ensuring the continued prosperity of current and future generations. Furthermore, organisational sustainability is crucial for maintaining organisational effectiveness (Abdulbaqi & Mhaibes, 2024). Therefore, organisational sustainability embodies a strategic framework that guarantees the organisation's continuity by aligning its economic objectives with its social and environmental responsibilities. This approach enhances the organisation's ability to face challenges and adapt to changing factors. Externally, it helps maintain its competitive position and ensures its long-term sustainability through wise resource management and enhancing its effectiveness across various activities. Operational resilience offers a further connection, although it should not be equated with sustainability. Mijbas et al. (2025) reported a positive relationship between IT flexibility and supply chain resilience in Iraq's oil products distribution sector, with modularity the most influential dimension. This evidence suggests that adaptable information systems could complement foresight and systems thinking in responding to disruption. That connection is a theoretical proposition, not a mechanism tested here. Moreover, operational continuity alone does not establish improvement in the economic, social and environmental outcomes assessed by the present study.

3.2.1. Dimensions of Organisational Sustainability

The dimensions of organisational sustainability constitute the framework upon which organisations rely to achieve a balance between the requirements of economic growth, social responsibility, and environmental protection. These dimensions embody the integration between financial performance and the social and environmental dimensions, ensuring the organisation's continuity and its ability to adapt to changes.

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

Many researchers have proposed different dimensions of organisational sustainability depending on the nature of the organisation they are studying. Most of them agreed on the dimensions indicated by John Elkington, the first to propose the idea of the "Triple Rule" (People, Planet, Profit) in 1997 for the dimensions of organisational sustainability currently known as the economic dimension, the social dimension, and the environmental dimension, in his book "Cannibals with Forks: The Triple Bottom Line of 21st Century Business." The dimensions of organisational sustainability are manifested as follows:

Economic Dimension: The economic dimension is clearly concerned with the financial performance of the organisation, focusing on value creation, profitability, and the ability to sustain operations over time (Lu et al., 2022). This includes integrating sustainability into the organisation's core business functions, such as production, purchasing, marketing, and logistics (Gleibner et al., 2022). The economic dimension links the organisation's growth to the broader economic system of the country, ensuring immediate profitability and the ability to support future generations. The economic dimension also aligns the business strategy with the expectations of stakeholders (Cupertino et al., 2022).

Finally, recent research evidence shows that sustainable practices positively impact key financial indicators, such as return on assets (ROA) and return on equity (ROE). Integrating sustainability into the business strategy not only improves financial results but also enhances the perceptions of investors and stakeholders, making sustainability a driver of economic and financial profitability rather than a compromise (Estébanez, 2025).

Social Dimension: Recent studies emphasise that the social dimension encompasses poverty reduction, community investment, supportive communities, human health, human rights, democratic participation, equality, ethics, and quality of life (Helberg, 2023). These aspects are fundamental to organisational sustainability, addressing both internal factors (human resource well-being and workplace safety) and external factors (community participation and social justice) (Pal, 2025). Engaging with local communities and stakeholders is crucial for achieving social sustainability, particularly in large-scale projects.

Social capital, social infrastructure, social justice, and inclusive governance are essential elements. Ensuring the inclusion of diverse perspectives in decision-making processes helps organisations meet the challenges of building social sustainability and legitimacy (Maddaloni & Sabini, 2022).

Environmental Dimension: Organizations promote environmental sustainability by adopting environmental management systems, sustainable supply chain management, and participatory decision-making. These efforts focus on conserving resources, reducing greenhouse gas emissions, and developing environmentally friendly products (J. Abbas, 2020). Environmental sustainability is essential for the long-term viability of organisations and is closely linked to innovation, organisational ethics, stakeholder

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

expectations, and modern trends in environmental conservation (Lazaroiu, 2020). Organisations should also emphasise the importance of integrating circular economy practices, such as recycling, waste reduction, and the use of renewable materials, into their organisational strategy. An organisation that adopts green technologies and circular processes not only reduces its environmental footprint but also enhances its competitiveness and stakeholder trust (Yuyang, 2024).

4. METHODOLOGY

This research was conducted at AL-ETIHAD Food Industries Company in Iraq. The study targeted 102 of the company's administrative leaders who possess strategic intelligence that is considered a successful application of company sustainability. The analysis is based on data from a questionnaire distributed to managers in this field. This sampling approach was deemed appropriate given the research's focus on leadership. Structural equation modelling (SEM) techniques were used to test the hypothesis.

4.1. Measurement Instrument and Reliability

A refined questionnaire was developed based on previous research on strategic intelligence and organisational sustainability. Strategic intelligence was defined by four dimensions: foresight, systems thinking, vision, and partnership and motivation. The three economic, social, and environmental components were used to assess organisational sustainability. The reliability of the instruments was assessed using Cronbach's alpha coefficients and confirmatory factor analysis (CFA), both of which exceeded the acceptable threshold, indicating acceptable internal consistency and reliability for empirical analysis.

4.2. Hypothetical Research Model

To clarify the relationship between the independent variable, which is strategic intelligence and its five dimensions of foresight, future vision, systems thinking, partnership, and motivation, and the dependent variable, which is organisational sustainability with its three dimensions of the economic dimension, the social dimension, and the environmental dimension, the research model was designed as shown in Figure 1 below.

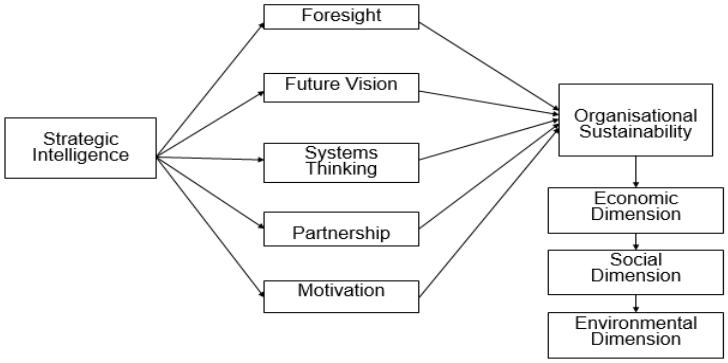


Figure 1: Hypothetical Research Model

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

5. RESULTS AND DISCUSSION

5.1. Normality Testing

The researcher adopted the Kolmogorov-Smirnov test, as it is one of the methods used to determine normality of distribution. Table 1 shows that the test statistics were (0.061, 0.067) for the two variables (strategic intelligence and organisational sustainability), while the significance level for the same two variables was (0.200). These levels are greater than (0.05), which confirms that all the data for the research variables fall within the normal distribution.

5.2. Confirmatory Factor Analysis (CFA) of the Strategic Intelligence Variable

Figure 2 shows that the strategic intelligence variable was measured using (25) statements distributed across five sub-dimensions, each with (5) measurement items. Upon examining the standardised saturation estimates, we observe that they exceeded the required threshold of (0.40).

As for the structural conformity indicators, they exceeded the required values after being guided by (12) adjustment indicators. This is evident from the value of (CMIN/DF = 1.514), the value of (CFI = 0.941), the value of (IFI = 0.943), the value of (TLI = 0.921), and the value of (RMSEA = 0.071).

Thus, it is clear from Figure 2 that the structural model achieved the necessary level of conformity and, within the required limits, also shows that all measurement statements possess a high level of significance, as verified by checking the critical ratio (C.R.) value at a significance level of (0.01).

This confirms the validity of the statements in the field measurement and their significance. Its significance of the statements at the level of the sample responses in the AL-ETIHAD Food Industries Company, the study sample.

Table 1: Kolmogorov-Smirnov Test for Research Variables

Variables		Organizational Sustainability	Strategic Intelligence
N		102	102
Natural Transactions	Arithmetic mean	3.730	3.575
	Standard deviation	.6070	.5357
Extreme Differences	Absolute values	.067	.061
	Positive values	.067	.052
	Negative values	-.047	-.061
Test Statistics		.067	.061
Morale Level		.200[c,d]	.200[c,d]

SPSS V.26 output

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

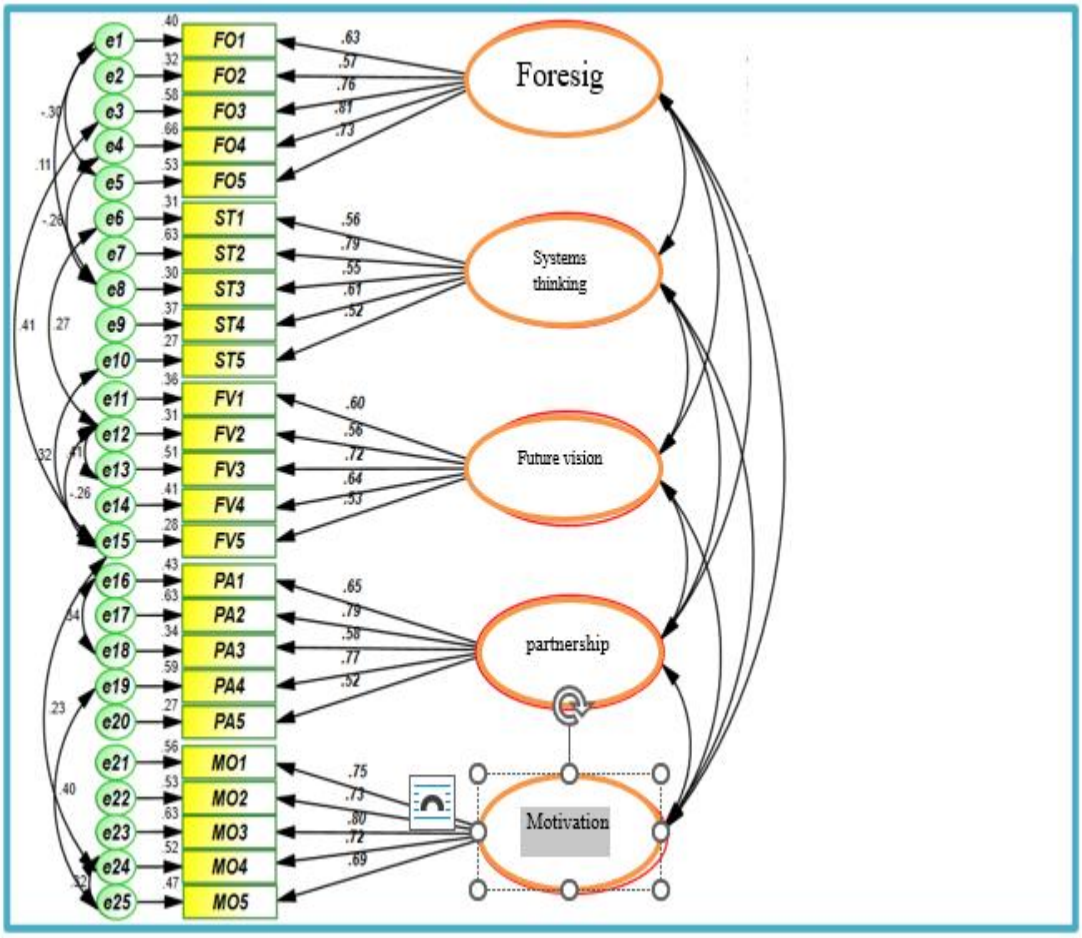


Figure 2: Confirmatory Factor Analysis of Strategic Intelligence

AMOS V.26 Outputs

5.3. Confirmatory Factor Analysis (CFA) of Organisational Sustainability

Figure 3 shows that the organisational sustainability variable was measured using (15) statements distributed across three sub-dimensions, each with (5) measurement items. Upon examining the standard saturation estimates, we observe that they exceeded the required threshold of (0.40). As for the structural conformity indicators, they exceeded the required values after being guided by (6) adjustment indicators. This is evident from the value of (CMIN/DF = 1.609), the value of (CFI = 0.943), the value of (IFI = 0.945), the value of (TLI = 0.922), and the value of (RMSEA = 0.078). Thus, it is clear from Figure 3 that the structural model achieved the necessary level of conformity and was within the required limits. It is also evident that all measurement statements possess a high level of significance, as verified by checking the critical ratio (C.R.) value at a significance level of (0.01). This confirms the validity of the statements in the field measurement and their statistical significance at the level of the sample responses from the AL-ETIHAD Food Industries Company, the study sample.

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

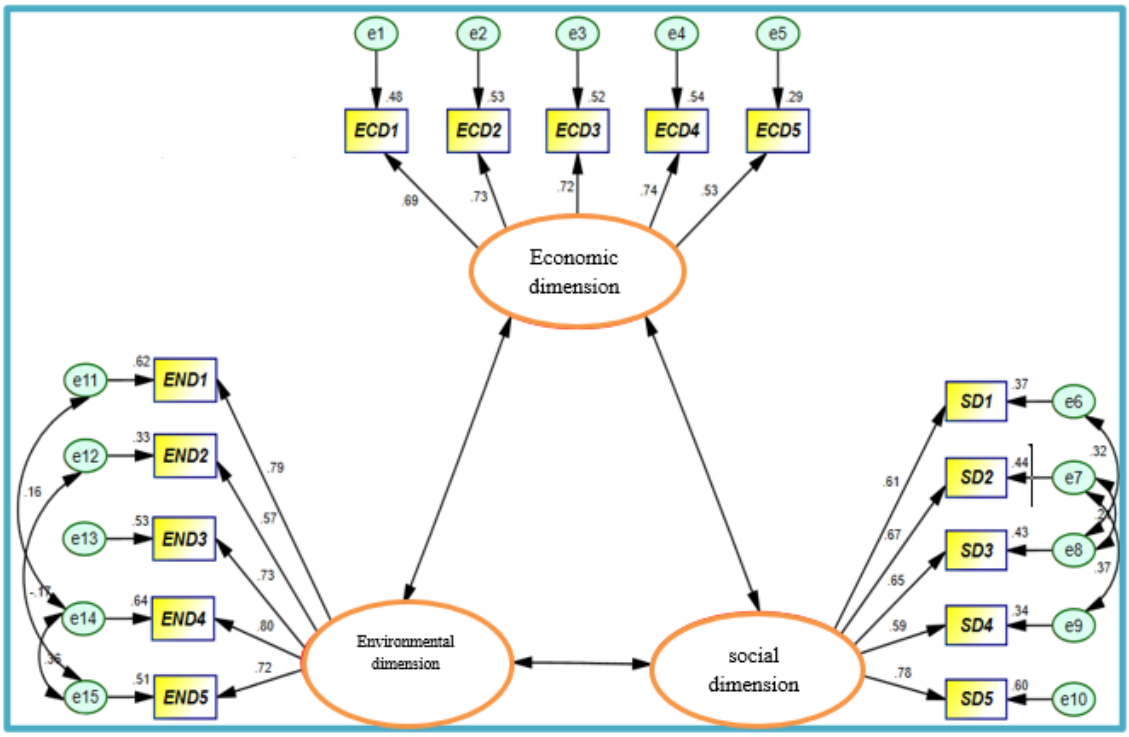


Figure 3: Confirmatory Factor Analysis of Organisational Sustainability

AMOS v. 26 Outputs

5.4. Description and Diagnosis of the Strategic Intelligence Variable

This section includes a description and overall diagnosis of the strategic intelligence variable. Table 2 shows that the overall arithmetic mean for this variable is (3.575), the standard deviation is (0.536), and the relative importance is (71.5%). This indicates a high level of agreement among the sample regarding this dimension within the AL-ETIHAD Food Industries Company Limited study sample. Table 2 also shows that the sub-dimensions of strategic intelligence were ranked as follows: (foresight, partnership, future vision, systems thinking, and motivation), according to the responses of the sample within the AL-ETIHAD Food Industries Company.

Table 2: Descriptive Measures of the Strategic Intelligence Variable

Dimensions	The Balanced Average	Standard Deviation	Relative Importance %	Order Priority
Foresight	3.68	0.595	73.6	1
Systems Thinking	3.543	0.602	70.86	4
Future Vision	3.573	0.662	71.46	3
Partnership	3.616	0.675	72.32	2
Motivation	3.461	0.835	69.22	5
Weighted Overall	3.575	0.536	71.5	-

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

5.5. Description and Diagnosis of the Organisational Sustainability Variable

This section includes a description and diagnosis of the organisational sustainability variable as a whole. Table 3 shows that the variable achieved an overall mean of (3.791), a standard deviation of (0.554), and a relative importance of (75.82%). This indicates a high level of agreement among the sample regarding this dimension at the level of the AL-ETIHAD Food Industries Company, the study sample. Table 3 also shows that the sub-dimensions of organisational sustainability were ranked as follows: (social dimension, economic dimension, and environmental dimension) according to the responses of the sample at the AL-ETIHAD Food Industries Company.

Table 3: Descriptive Measures of the Organisational Sustainability Variable

Dimensions	The Balanced Average	Standard Deviation	Relative Importance %	Order Priority
Economic dimension	3.747	0.605	74.94	2
Social dimension	3.751	0.667	75.02	1
Environmental dimension	3.694	0.739	73.88	3
Weighted overall	3.791	0.554	75.82	-

5.6. Hypothesis Testing

H1: There is a statistically significant effect of strategic intelligence on organisational sustainability.

Figure 4 illustrates a statistically significant positive effect of the strategic intelligence variable on organisational sustainability. The standard parameter (standardised impact factor) is 0.69, indicating that strategic intelligence influences organisational sustainability by 69% at the level of the AL-ETIHAD Food Industries Company, the study sample. This means that the dependent variable, organisational sustainability, will increase by 69% if the focus on strategic intelligence increases by one unit. The impact factor is statistically significant.

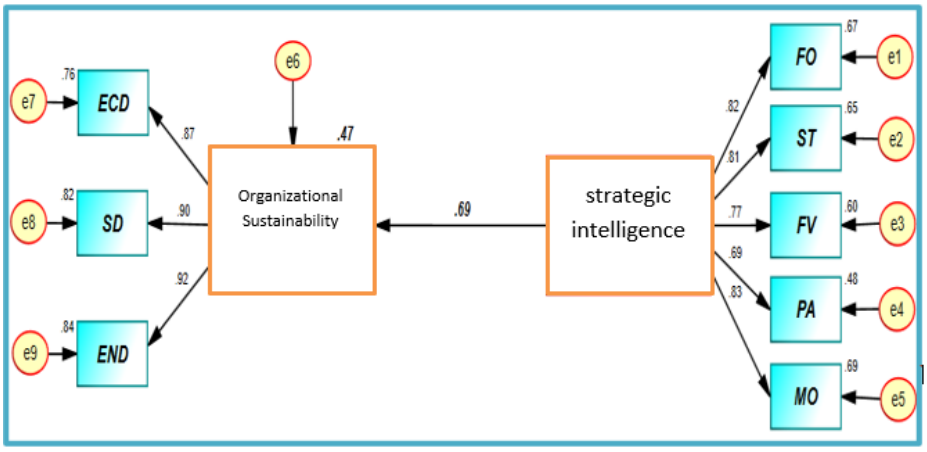


Figure 4: The Impact of Strategic Intelligence on Organisational Sustainability

AMOS V.26 Outputs

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

Figure 4 also shows that the interpretation coefficient (R^2) is 0.47, meaning that 47% of the changes in the organisational sustainability variable are attributable to changes in strategic intelligence, while the remaining 53% are due to other variables not included in the study model.

Therefore, this result indicates a statistically significant positive effect of strategic intelligence on organisational sustainability at the level of the AL-ETIHAD Food Industries Company, the study sample. Based on the above, the null hypothesis is rejected, and the alternative hypothesis, which states that strategic intelligence has a positive effect on organisational sustainability, is accepted.

The reported association can be considered alongside research on customer responses (Y. A. Abbas et al., 2026) and operational resilience (Mijbas et al., 2025), while retaining the differences between their constructs and the present model. Together, these comparisons motivate future investigation of whether stakeholder responsiveness and operational adaptability help explain the strategic intelligence and sustainability relationship. Neither pathway was measured here. The comparison therefore informs theoretical interpretation and future model development; it does not establish mediation, causality or transferability across sectors.

6. CONCLUSIONS

This research aims to analyse the impact of strategic intelligence on organisational sustainability. The study was conducted on a sample of 102 administrative leaders at Al-Ittihad Food Industries Company in Iraq. Based on the results, it can be concluded that strategic intelligence, with its dimensions of foresight, organisational thinking, future vision, partnership, and motivation, has a tangible positive impact on organisational sustainability. This research aligns with the dynamic capabilities theory of Teece et al. (1997), which posits that the high level of strategic intelligence possessed by the administrative leaders at Al-Ittihad Food Industries Company makes them more capable of enhancing their company's sustainability. This is achieved through their ability to anticipate environmental changes, identify external strengths, weaknesses, opportunities, and threats, build supportive partnerships, motivate employees towards achieving company goals, and establish a clear future vision. This means that the sustainability of organisations is not achieved through the status quo, but rather through the leadership's ability to prepare for change. The research also concluded that strategic intelligence is not limited to the organisation and its leaders, but extends to include stakeholders by promoting cooperation and long-term mutual trust that supports common interests. the reserch recommends It is essential to develop the strategic capabilities of administrative leaders and leverage strategic intelligence, with a greater focus on foresight and its integration with partnerships, to achieve positive change. Furthermore, efforts should be made to motivate and encourage employees to commit to clean environmental practices to minimise the negative environmental impact of production processes. New organisational approaches should be adopted to foster continuous learning, innovation, and adaptation. Future research should be proposed

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

that explores strategic intelligence in conjunction with other organisational factors, such as organisational innovation, organisational agility, digital transformation, and corporate governance, and its application in other sectors.

References

1) Abbas, J. (2020). Impact of total quality management on corporate green performance through the mediating role of corporate social responsibility. *Journal of Cleaner Production*, *242*, 118458.

2) Abbas, Y. A., Khudari, M., & Al Nasser, A. (2026). Digitalisation, service quality, and service recovery as drivers of customer loyalty: The mediating role of customer satisfaction in the Iraqi insurance industry. *Journal of Logistics, Informatics and Service Science*, *13*(7), 34-43. https://doi.org/10.33168/JLISS.2026.0703

3) Abdulbaqi, H. R., & Mhaibes, H. A. (2024). Sustainable Development in Organisation: A Literature Review. *International Journal of Social Science Humanity & Management Research*, *3*(11), 1419-1424.

4) Abdulrazzaq, A. A. (2025). The Role of Strategic Intelligence in Enhancing Management Development: A Field Study in Asiacell Company for Communications in Iraq. *Journal of Al-Rafidain University College for Sciences (Print ISSN: 1681-6870, Online ISSN: 2790-2293)*, *57*(1), 144-162.

5) Abuktaish, K., & Alkshali, S. J. (2020). The effect of strategic intelligence on competitive advantage in Jordanian extractive and mining companies. *European Journal of Scientific Research*, *157*(3), 258-272.

6) Al-Ameri, F. M., Alameri, S. A. S., Mahmood, M. F., & Mohammed, N. J. (2023). The impact of strategic intelligence on organizational performance: a textile sector perspective of a developing economy. *The Journal of Modern Project Management*, *11*(3), 12-21.

7) Alhamadi, M. S. (2020). Impact of strategic intelligence on the sustainable competitive advantage of industries in Qatar. *Global Journal of Management and Business Research*, *20*(2), 1-10.

8) Al Khasabah, M. A. I., & Matrook Al-Badayneh, G. A. (2025). The Impact of Strategic Intelligence On Organizational Creativity In Jordanian Islamic Banks: The Mediating Role Of Organizational Agility. *Corporate & Business Strategy Review*, *6*(2), 195.

9) Al-Khatib, A., & Shuhaiber, A. (2022). Green Intellectual Capital and Green Supply Chain Performance: Does Big Data Analytics Capabilities Matter?

10) Alwan, N. (2025). The Impact of Strategic Intelligence in Achieving Sustainable Competitive Advantage for Tourism Companies: An Exploratory Study of the Opinions of a Sample of Managers of Tourism and Travel Companies in the City of Baghdad. July. *International Journal*, *20*, 17-27.

11) Bleady, A., Hafiez Ali, A., & Balal Ibrahim, S. (2018). Dynamic capabilities theory: pinning down a shifting concept. *Academy Of Accounting & Financial Studies Journal*, *22*(2).

12) Breesam, K. I. (2026). Postmodern Strategic Management and Its Impact on Achieving Organisational Excellence in Tourism Organizations: An Exploratory Study of the Opinions of a Sample of Individuals Working in Tourism and Travel Companies in Baghdad Governorate: Manajemen Strategis Pasca-Modern dan Dampaknya terhadap Pencapaian Keunggulan Organisasi di Lembaga Pariwisata: Studi Eksploratif terhadap Pendapat Sebagian Individu yang Bekerja di Perusahaan Pariwisata dan Perjalanan di Provinsi Baghdad. *Indonesian Journal of Public Policy Review*, *27*(1), 10-21070.

13) Cupertino, S., Vitale, G., & Taticchi, P. (2022). Interdependencies between financial and non-financial performances: a holistic and short-term analytical perspective. *International Journal of Productivity and Performance Management*, *72*(10), 3184-3207.

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

14) Dajah, S., & Nsor, N. (2024). The impact of strategic intelligence on transformative change management in Jordanian telecommunications companies: a case study of Zain, Orange and Umnia companies. *International Journal of Academic Research in Business and Social Sciences*, *14*(5), 1086-1103.

15) Estébanez, R., & Martín, F. (2025). Business Sustainability and Its Effect on Performance Measures: A Comprehensive Analysis.

16) Fishbach, A., & Woolley, K. (2021). The structure of intrinsic motivation. *Annual Review of Organisational Psychology and Organisational Behaviour*, *9*(1), 339-363.

17) Gitelman, L. D., Kozhevnikov, M. V., & Chebotareva, G. S. (2021). *Strategic intelligence of an organisation amid uncertainty* (pp. 294-305). WIT Press: Ashurst, Southampton, UK.

18) Gleibner, W., Günther, T., & Walkshäusl, C. (2022). Financial sustainability: measurement and empirical evidence. *Journal of Business Economics*, *92*(3), 467-516.

19) Gordon, A., Ramic, M., Rohrbeck, R., & Spaniol, M. (2020). 50 Years of corporate and organisational foresight: Looking back and going forward. *Technological Forecasting and Social Change*, *154*, 119966.

20) Grewatsch, S., Kennedy, S., & Bansal, P. (2023). Tackling wicked problems in strategic management with systems thinking. *Strategic Organisation*, *21*(3), 721-732.

21) Haessler, P. (2020). Strategic Decisions between Short-Term Profit and Sustainability. *Administrative Sciences*.

22) Hajishirzi, R., Costa, C., & Aparicio, M. (2022). Boosting Sustainability through Digital Transformation's Domains and Resilience. *Sustainability*

23) Hellberg, S. (2023). What constitutes the social in (social) sustainability: Community, society and equity in South African water governance. *Local Environment*, *28*(4), 459-475.

24) Hermawan, H., Ibrahim, S., Pahala, I., & Handaru, A. W. (2025). Strategic Analysis of the Organisation's Vision and Mission in Improving Company Performance and Competitiveness. *Journal Informatika Ekonomi Bisnis*, 339-344.

25) Heubeck, T. (2023). Looking back to look forward: a systematic review of and research agenda for dynamic managerial capabilities. *Management Review Quarterly*, 1-45.

26) Hussein, I.Y, Salman, S.A, Najm, G.K & A.M. Mohammed, F.A. (2024). The Impact of Strategic Intelligence Dimensions on Enhancing Organisational Excellence in Insurance Companies (Applied Research). *Journal of Accounting and Financial Studies (JAFS)*, 19 (Special Issue), 816-831.

27) Kulikova, T.A., Petricheva, A.S. (2024). An overview of the theoretical aspects and practical experience of foresight in the international context. *Finance and Management*, *3*, 1-36.

28) Kunc, M. (2024). The Systems Thinking Approach to Strategic Management. *Systems*, *12*(6), 213.

29) Kurter, O. (2025). The impact of strategic intelligence on enhancing creativity and organisational excellence. *Uluslararası Bankacılık Ekonomi ve Yönetim Araştırmaları Dergisi*, *8*(1), 1-24.

30) Lazaar, I., & Amrous, N. (2023). Strategic Intelligence and Innovation in a Public Enterprise: Analysis Based on the Holistic Approach. *Journal of Information Sciences*, *22*(2), 132-144.

31) Lăzăroiu, G., Ionescu, L., Andronie, M., & Dijmărescu, I. (2020). Sustainability management and performance in the urban corporate economy: a systematic literature review. *Sustainability*, *12*(18), 7705.

32) Lu, J., Rodenburg, K., Foti, L., & Pegoraro, A. (2022). Are firms with better sustainability performance more resilient during crises? *Business Strategy and the Environment*, *31*(7), 3354-3370.

Tianjin Daxue Xuebao (Ziran Kexue yu Gongcheng Jishu Ban)/
Journal of Tianjin University Science and Technology
ISSN (Online):0493-2137
E-Publication: Online Open Access
Vol: 59 Issue: 10:2026
DOI: 10.5281/zenodo.23526600

33) Lubis, N. W. (2022). Resource-based view (RBV) in improving company strategic capacity. *Research Horizon*, *2*(6), 587-596.

34) Maddaloni, F., & Sabini, L. (2022). Very important, yet very neglected: Where do local communities stand when examining social sustainability in major construction projects. *International Journal of Project Management*.

35) Maurya S., Yadav A.S., Singh S., Saxena T., Rai P., Tewari R. (2025). A study on HR Roles of Organisational Sustainability and Green HRM, *Management Insight*, *21*(1), 37-43.

36) Mijbas, H. A., Islam, M. K., & Khudari, M. (2025). The role of IT flexibility in enhancing supply chain resilience in the oil products distribution sector. *Sustainability*, *17*(5), Article 2295. https://doi.org/10.3390/su17052295

37) Mohammad, R. A., Alahmari, A. M. O., Faqih, R. H. A., Alshehri, A. I. A., & Al-Kahtani, S. M. (2024). Linking strategic intelligence, strategic leadership, strategic planning, and strategic thinking and business performance: the moderating effect of strategic flexibility. *Discover Sustainability*, *5*(1), 434.

38) Nurhudiana, R. (2024). Corporate Sustainability and Sustainable Business Practices: Drivers of Long-Term Organisational Value Creation.

39) Pal, M. (2025). Are Social Dimensions Crucial for Sustainability: A Conceptual Overview. *International Journal of Innovative Science and Research Technology*.

40) Reichert, F. M., Janissek-Muniz, R., Heinze, M., Cainelli, A. D. S., & Zawislak, P. A. (2020). Innovation Capabilities and the role of Strategic Intelligence.

41) Riatmaja, D. S., & Azizi, E. S. (2025). CONCERN FOR THE ENVIRONMENT: THE ROLE OF THE ENVIRONMENT IN ORGANIZATIONAL SUSTAINABILITY. *International Journal of Humanities, Social Sciences and Business (INJOSS)*, *4*(2), 237-250.

42) Sadalia, I., Irawati, N., Syahfitri, I., & Erisma, N. (2021, December). The Impact of Strategic Intelligence on Entrepreneurial Behaviour and Organisational Development. In *3rd International Conference on Business and Management of Technology (ICONBMT 2021)* (pp. 252-256). Atlantis Press.

43) Santoso, N., Sulistyaningtyas, I., & Pratama, B. (2022). Transformational Leadership During the COVID-19 Pandemic: Strengthening Employee Engagement Through Internal Communication. *The Journal of Communication Inquiry*.

44) Sari, Y., Hidayatno, A., Suzianti, A., Hartono, M., & Susanto, H. (2020). A corporate sustainability maturity model for readiness assessment: a three-step development strategy. *International Journal of Productivity and Performance Management*

45) Shahraki, A. M., Ansari, M., & Keivani, S. (2020). An investigation of the impacts of strategic intelligence on improving organisational innovation. *International Journal of Psychosocial Rehabilitation*, *24*(4), 10949-10963.

46) Van Den Broeck, A., Howard, J., Van Vaerenbergh, Y., Leroy, H., & Gagné, M. (2021). Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualisation of work motivation. *Organisational Psychology Review*, *11*, 240 - 273.

47) Yuyang, L. (2024). Natural resource efficiency and the road to a green economy: From scarcity to availability. *Resources Policy*, *89*, 104574.

48) Zioło, M., Bąk, I., & Spoz, A. (2023). Theoretical framework of sustainable value creation by companies. What do we know so far? *Corporate Social Responsibility and Environmental Management*, *30*(5), 2344-2361.