



International Journal of Research in Finance and Management

P-ISSN: 2617-5754
E-ISSN: 2617-5762
IJRFM 2024; 7(2): 380-390
www.allfinancejournal.com
Received: 03-08-2024
Accepted: 02-09-2024

Omar Allaw Dawood
Ph.D. Student, Management
and Economics, Faculty of
Economics, University of Sfax,
Tunisia

Frikha Hela Moalla
Professor of Higher Education
Faculty of Economics and
Disposal University of Sfax,
Tunisia

Correspondence Author;
Omar Allaw Dawood
Ph.D. Student, Management
and Economics, Faculty of
Economics, University of Sfax,
Tunisia

The role of the interactive relationship between digital transformation and strategic intelligence and its reflection on outstanding performance

Omar Allaw Dawood and Frikha Hela Moalla

DOI: <https://doi.org/10.33545/26175754.2024.v7.i2d.388>

Abstract

The current study addressed the interactive role of strategic intelligence and digital transformation and their impact on enhancing outstanding performance. The researcher sought to fit his current study into these variables within a comprehensive framework in an attempt to study the correlation and impact between them, by answering the following questions: Does the field under study have an idea about strategic intelligence? And digital transformation, and what is the nature of this type of intelligence and digital transformation processes at this university? Is there a clear perception among the university administration being investigated about the outstanding performance in the university field? Do digital transformation processes contribute to enhancing outstanding performance at the university under investigation? Is there a significant correlation and influence between the study variables? In answer to the above questions, a hypothetical model was developed that depicts the nature of the relationship and influence between strategic intelligence processes represented by (vision, empowerment, ability to motivate employees, partnership, creativity) and the areas of digital transformation (strategy, organizational culture, transformational leadership, human resources), and dimensions The outstanding performance represented by (openness and effective orientation, continuous improvement, and quality of the workforce) resulted in seven main hypotheses, each of which includes a set of sub-hypotheses, which were tested using a number of statistical methods for the data collected through the questionnaire form that was distributed to the study sample, consisting of (201) An individual working at the Iraqi university under study. The study reached a set of conclusions, the most important of which is: There is a significant correlation between processes between the three variables. The study also proved the existence of a significant effect between the three variables, and based on the results reached by the study, it concluded with a set of proposals. The most important of which is: the urgent need to change the culture of the university in general and colleges in particular with regard to strategic intelligence, digital transformation, outstanding performance, and patterns of dealing with them. Also, the necessity of benefiting from the experiences of other local and international universities in the field of developing strategic intelligence and digital transformation through exchanging visits, holding conferences and seminars, and learning about the contents of performance. Outstanding and the most important criteria for achieving it.

Keywords: Strategic intelligence, digital transformation, distinguished performance, Iraqi University

Introduction

The world has witnessed and continues to witness many developments and changes that have increased the complexity and difficulty of the business environment in which organizations operate and have brought about many transformations in it. The technological developments witnessed by the business environment today have led to the emergence of a knowledge-based economy and knowledge organizations that provide their products in the form of services and ideas that are mostly intangible instead of the material goods that industrial organizations used to provide in the past. Even organizations that previously provided products in the form of material goods have now become either material goods that require services to a large extent or provide products in the form of services. Due to these developments and changes, the number of service organizations has been constantly increasing at a great pace, especially in developed countries where the gross domestic product has become primarily dependent on services, and the revenues collected from the service sector have become the backbone of the economies of those countries.

Emerging technologies have changed the way organizations do business, creating a major challenge for organizations to adapt to these radical changes in the market and the expectations of stakeholders that these new technologies have generated. Industry 4.0 technologies have also created significant opportunities for organizations to connect with stakeholders, improve their business processes, and create value. However, at the same time, they have created many threats for organizations, forcing them to embrace digital transformation to change their business models, organizational structure, and business processes. Organizations may face the downside of emerging technologies and suffer from their disruptive nature, as they may lose their customers to other competitors if they do not keep up with the rapid changes in the market, and they may also lose their customers to new entrants who change the rules of the game by adopting new digital business models. Digital transformation is the use of data-driven innovation and advanced digital technologies to generate greater value for the organization and its stakeholders. Organizations will undergo a transformation process that involves building or innovating their business processes, business models, products, services, and relationships. In our ever-changing world, the digital transformation of an organization can be viewed as a critical and influential event in the organization's business management in terms of exploring and exploiting the potential of new digital technologies despite the fact that digital technologies have had a tremendous impact in shaping a rapidly changing environment of competitive and customer dynamics. These technologies have also led to many digital transformation challenges for organizations, such as an increasingly unpredictable market, disruptive new entrants, outdated work patterns, inappropriate processes and structures, unappreciated culture, and learning. For this reason, digital transformation is complex and requires a new strategy to deal with these challenges (Review, 2021) ^[8]. Industry experts and professionals have agreed that any comprehensive business strategy must include digital transformation as an integral and constant element. Moreover, management strategies, knowledge, innovation, motivation, leadership and collaboration are important factors in digital transformation that help organizations achieve sustainable development. A new management strategy is needed to play an important role in the great support and building flexibility and agility in the organization's cultures that must be obtained in order to master digital transformation. Therefore, digital strategy will become a powerful disruption in changing the structure of traditional organizations and building a digital cultural environment with continuous adaptation and innovations to today's market trends. Implementing digital strategy is an integral part of the organization's overall business plan to increase the effectiveness of the management system, competitive advantages and develop innovative businesses. Here lies the importance of leveraging digital transformation to help organizations reach their customers faster and enhance customer experience, as well as improve efficiency, resource utilization and value creation. Digital

transformation is a complex process that involves changes at several levels, such as organizational structure, business processes and business models. Moreover, digital transformation is an ongoing process – not a stopped process. Many companies have failed in the digital transformation process due to lack of information and experience in leading such projects. Part of the problem is that companies do not have a single agreed-upon approach or standard to follow in the digital transformation process. This PhD thesis will therefore explore the interactive role of digital transformation and strategic intelligence and their impact on the outstanding performance of the organization, as the research focuses on how organizations manage these variables to achieve success and outstanding performance in a world of constant change.

Problematic study

Iraqi universities face significant challenges and difficulties in the educational business environment, which is characterized by continuous change, which has become an inherent feature of universities. and many changing factors have given rise to these characteristics of the business environment, the most important of which is the intensification of competition, the expansion of business globally and the diversity of the specifications and skills of the human resources required. All this has forced universities to look for the key elements through which they can meet these challenges and stand in a strong direction. in order to be able to sustain and achieve continuous successes in its work.

In the context of the study problem, we went towards using the intellectual developments of digital transformation and strategic intelligence that will add new possibilities that drive the need for specifications and patterns of leadership minds with strategic directions and thinking frameworks that combine conscious understanding of the field with applicability. to shape perception and guide behaviour and decisions, thus determining priorities and patterns of dealing with the environment for everything that is new and surprising due to unforeseen or unplanned circumstances. In this spirit, the intellectual framework of this study is based on the diagnosis of elements of digital transformation and patterns of strategic intelligence and their role in achieving the outstanding performance of universities in the Iraqi environment. In order to be accurate in finding solutions to the problem of the study, the researcher considered formulating the problem by asking the following President: What is the interactive role between digital transformation and strategic intelligence and its reflection on the outstanding performance at the University of Iraq?

Study objectives: The study seeks to achieve a number of objectives, which can be included as follows: -

- Recognize the level of understanding of the University's research management of the concept of digital transformation, its dimensions, processes, strategic intelligence, dimensions, processes, outstanding performance, and its return and operations.
- Providing a holistic intellectual framework on the

dimensions of digital transformation dimensions of strategic intelligence and outstanding performance..

- To present a set of findings and proposals of the study to the research field in particular and other similar fields in general.
- Developing the capabilities and skills of the study sample for digital transformation, strategic intelligence patterns and achieving outstanding performance through the theoretical and practical framework addressed in the study importance of the study: The importance of the study is reflected in the importance of the variables that I have dealt with. This importance is summarized by the following data:

1. Theoretical significance

- Its importance is reflected in the fact that it addresses contemporary topics, particularly the interactive role of digital transformation and strategic intelligence, which our Arab libraries lack (As far as the researcher knows) research on this important topic, which is a fundamental pillar and a necessary capacity to help the university achieve outstanding performance, especially the university operating in an environment full of changes, which is characterized by today's business environment in general and the Iraqi environment in particular.
- The current study draws on its theoretical thesis based on the element of modernity related to the linkage between the dimensions of digital transformation, strategic intelligence and outstanding performance, being among the subjects that researchers have addressed individually or with other variables.

2. Field importance: The importance of the study in the field is reflected in the analysis of the contents of reality and the survey of its contents, through its focus on a vital sector: the university sector that deals with science, learning and scientific research. This study demonstrates the role of the dimensions of digital transformation and strategic intelligence. (as a necessary and important capacity at the same time) in achieving the outstanding performance faced by the research field, developing benchmarks that can be used in future studies, as well as presenting proposals for the study and for the research field, while not losing sight of the possibility of benefiting other similar fields.

Limits of study: The limits of the study are as follows: -

- Spatial boundaries: the applied aspect of this study was confined to the Iraqi University in the capital Baghdad
- Time limits: at the time of the field study.
- Human boundaries: The study identified a sample of managers, officials or their representatives At the university researched as respondents in the study.

Chapter One: Conceptual Framework for Study Variables

1. digital transformation

Daniel and Christopher suggest using the definition developed by McKinsey (2018) which consists of three main axes, including creating new value across the

boundaries of the business world, improving processes that involve risks to the customer experience, and building core capabilities that support the entire business vision. Furthermore, Daniel and Christopher defined digital transformation as a sustainable transformation at the organization level through revised or newly created business processes and business models that are achieved through value-added digitization initiatives, ultimately leading to improved profitability (2018, 9-11). While according to Peter Hay, digital transformation is a coordinated, large-scale change effort, spread across all aspects of the business including people, processes, technologies, and metrics. The aim of this is to achieve meaningful results for the organization, and digital transformation is a modern strategy that relies on digital technological systems to accomplish administrative work and provide services with high quality and efficiency, as the digital transformation process contributes to transforming the traditional administrative process in organizations into a modern electronic administrative process that relies on the global Internet and advanced communication systems (Kraus *et al*, 2020) ^[1]. The definitions of researchers and specialists have differed, each according to his field and research vision regarding the definition of digital transformation. According to (Vial, 2021, 388) ^[2], digital transformation is the application of technology to innovate new business processes and models, enable employee efficiency, and enhance customer experience, which leads to increased efficiency, increased revenues, and achieving a great deal of competitive advantage. (Zaoui, & Souissi, 2021) ^[3] indicated that digital transformation is a modern administrative strategy that is carried out by completing administrative tasks and work electronically via the global Internet. As for (Schwertner, 2017) ^[4], digital transformation was defined as the use of technological systems to improve the quality of the administrative process, and collect and process data without human error due to reliance on modern devices and equipment and the global Internet to provide the best Services, and (Majchrzak *et al*, 2016) ^[5] defined it as the employment of advanced communication systems and modern technological techniques within governmental and private organizations with the aim of raising the efficiency of job performance and the production process, which contributes to improving the services provided to the public while saving time and effort explained that digital transformation is a process of change and development in the structure of organizations through the use of technological techniques and modern communication systems to improve internal and external administrative processes, and increase the organization's profits defined it as a modern administrative strategy that relies on modern technological techniques to raise the efficiency of the administrative process, such as simplifying procedures and operations or creating a new business model. (Al-Bar, 2019) defined it as a modern strategy that contributes to transforming traditional administrative work in organizations into innovative modern digital technologies. defined it as a modern digital technology to accomplish administrative work, improve productivity, provide the best

services to customers, develop employee experiences, and the ability to manage business risks and pressures with high quality while controlling the organization's internal costs. (Zimmermann *et al.*, 2021, 3) argued that The Internet and emerging technologies—such as the Internet of Things (IoT), artificial intelligence (AI), cloud computing, mobile networks, and cybersecurity—are drivers and enablers of business. For digital applications and services with rapidly changing markets. Another definition of digital transformation claims that “digital transformation involves communicating actors, such as businesses and customers, across value chain segments and applying emerging technologies” (Shalmo *et al.*, 2021, 3). They argue that digital transformation requires data analytics capabilities to support data-driven decision-making. Abed (2022) defined it as the efficient and effective completion of administrative work using modern technological techniques and communication systems in order to achieve the organization's future goals and enhance competitiveness. The similarities and basic characteristics of the definition of digital transformation were identified by (Vital, 2019) using semantic analysis among 23 unique definitions. As a result, digital transformation was defined as a process through which significant changes in the characteristics of an entity are brought about using a combination of information, computing, communication, and connectivity technologies (Vital, 2019 118). Moreover, the use of modern technological systems and techniques and the World Wide Web may contribute to improving the quality of job performance in governmental and civil organizations, simplifying administrative procedures and transactions, and may affect the efficiency and quality of services provided (Al-Qubailat, 2014). In light of this, it became clear that digital transformation is a modern administrative strategy that aims to convert all traditional administrative transactions into electronic administrative transactions through the use of the latest technological means and the World Wide Web to facilitate communication and exchange of information between organizations, raise the efficiency of the administrative process, and accomplish work efficiently and with high quality, in addition to saving time and effort and reducing material costs.

2. concept of strategic intelligence

Researchers and academics have begun to realize the importance of strategic intelligence. Definitions have been presented by writers and researchers who have taken an interest in this type of intelligence. The views of researchers and experts on the concept of strategic intelligence have varied. This variation is due to the relative modernity of studying its dimensions. (1999:14, Kuhlmann *et al*) defined the creation of roadmaps that guide decision-makers towards making sound decisions by providing information at the right time and with the quality, accuracy and quantity required to make sound decisions. (Pauker *et al*, 2000) defined it as a tool for providing comprehensive information about the external environment to senior decision-makers at the right time, to support their strategy development process. (Johnson, 2000) indicated that strategic intelligence

is a function that specializes in analyzing competitors and understanding their future goals and current strategies, and what they believe in as hypotheses about themselves and the industry, and understanding their capabilities. (Kent, 2015) ^[6] explained that strategic intelligence is “a synthetic process resulting from employing intuition and creativity to anticipate the future, to benefit from the data The present in drawing a picture of the future for a better competitive position for the organization”, while (Alzoubi, & Aziz, 2021) ^[7] “those mental and intellectual abilities and skills necessary for the individual to carry out strategic actions and practice strategic management tasks from the process of determining the organization's message, goals and objectives and formulating the strategy and implementing it and monitoring the implementation process”, while (Borges *et al*, 2021) ^[8] defined it as “the ability to unify the organization's various visions, taking into consideration the past and present and emphasizing the future and evaluating performance through scientific, vital and creative perspectives”, and (Marchand & Hykes) and (Brouad) indicated that strategic intelligence is a group of activities that include collecting strategic information and then analyzing it in order to benefit from it in identifying new opportunities (such as presenting new ideas or products or entering new markets) and potential threats (such as capturing warning signs that warn of the beginnings of the emergence of a new crisis that may (It ravages the organization) or benefit from it in the field of decision-making, especially long-term decisions related to the organization's strategic plans and in supporting the design of appropriate strategies that would add value to the customer and achieve growth for the organization.

(Stone *et al.*, 2020) ^[9] defines it as: the intelligence enjoyed by a certain level of managers and they rely on an information system that ensures the investigation and processing of information to enable them to make strategic decisions that contribute to providing educational services with high efficiency. Atta (2015) believes that strategic intelligence is the ability to visualize, diagnose and design strategies in a sophisticated manner capable of absorbing all factors affecting the future of the organization and determining the optimal strategic option to confront current and future environmental changes.

In light of the above, a number of specific indicators of the concept of strategic thinking can be indicated as follows: - (Huang & Rust, 2021) ^[10]

- Strategic intelligence expresses the cognitive state accompanying strategic leaders in practicing their tasks and roles in organizations.
- Strategic intelligence is the result of the interaction process between leadership characteristics expressed by (skills and abilities) and the characteristics of the organization's internal and external environment, in light of which the nature of leadership behavior is determined.
- Strategic intelligence expresses the capabilities of creative and innovative future thinking of organizational leaders, especially in the field of strategic planning, which constitutes a basic source for

confronting organizational problems of a complex nature, away from the logic of intuitive thinking based on successive and routine steps.

In light of the above, a concept of strategic intelligence can be developed that is consistent with the objective of the current study (as a characteristic that distinguishes organizational leaders, its elements (vision, empowerment, motivation, creativity, and partnership) and they rely on supporting it on what is provided to them by an information system that specializes in collecting and processing strategic information, and communicating it to them so that they can use those elements to sense upcoming crises and diagnose current crises in order to take the necessary measures to confront them and prevent their occurrence in the future).

3. Outstanding performance

It is one of the most important topics that has gained the attention of business organizations for its important role in achieving the organization's goals, in order to enhance its position in its environment and thus distinguish itself from business organizations in general, as performance is an essential and important concept as it represents the common denominator for the interest of management scholars in it (Afsharian, & Bogetoft 2020) ^[11], as it is one of the administrative concepts that has received great attention from industrial organizations because it is closely linked to the extent of the organization's success in the changing competitive environment despite the breadth and multiplicity of dimensions and research foundations in the subject of performance, as performance has become a fertile field for research and study due to its close relationship with variables, including environmental factors, whether internal or external (2019 (Mohammedal, Distinguished performance is a set of behaviors, capabilities, and high intellectual and cognitive skills that individuals working in organizations enjoy so that they have the ability to employ those skills, knowledge, and behavior in their field of work and specialization in a way that enables them to accomplish work that exceeds the limits of organizational standards and surpasses what others offer in terms of quantity and quality and presents ideas and products characterized by modernity, originality, and creativity (Gholipour et al, 2020) ^[12]. Al-Qaryouni defines distinguished performance from the approach of focusing on the creative output as one of the approaches to creativity, and is represented by the amount of productivity and ingenuity in performance (Khatir & Madani, 2024) ^[13]. Kotler also presented his concept of distinguished organizational performance by proposing a model of the characteristics of business organizations with superior performance, and pointed to a group of factors that he described as the keys to distinguished performance, as the first step on the path to distinguished performance is to identify stakeholders (customers, workers: suppliers, and marketers). Today's organizations realize that unless they meet the needs and desires of stakeholders, they will fail. You will not achieve the prestigious position you aspire to reach, and through managing basic operations (developing a new product, attracting customers, reducing expenses, and

meeting needs), the organization can achieve its goals of satisfying stakeholders (Thatrak, D. (2021) ^[14]. In terms of (Druker) seeing that performance excellence comes from excellence in the knowledge that its human resources possess for the organization or company, it is the focus of the work that organizations do, 1998 Druker). From the point of view of (Spence), distinguished performance is one of the aspects of creativity (1994, Spence) and between (Tumer & Grawford) that distinguished organizational performance requires achieving two main tasks: Grawford, 1994) & Turner)

- Managing the prevailing operations in it effectively.
- The organization's ability to change these operations according to the changing future requirements according to its strategies.

According to (Sulaiman, 2018, 2), it is the behavior that exceeds the normal level of performance, as it represents a link in the chain of excellence and accomplishing work well. It also goes beyond success, as it relates to employees who work creatively and accomplish the tasks assigned to them in an exceptional manner (Sulaiman, 2018, 2). Distinguished performance is a set of behaviors, abilities, and high intellectual and cognitive skills that employees in organizations enjoy, so that they have the ability to employ those behaviors, abilities, and knowledge in their field of work and specialization, which enables them to accomplish work that exceeds the limits of organizational standards, in addition to its superiority over what others accomplish in terms of quantity and quality (Al-Mayahy, 2013, 9). It refers to the distinguished and best practice in managing the organization to achieve satisfactory results, i.e. it has the ability to reach and maintain high levels of performance thanks to the efforts of its employees to meet or exceed all expectations of stakeholders and excel over its competitors (Al-Khafaji and Hamada, 2011). The study (Drammand & Stone, 2007, 193) ^[9] In describing outstanding performance as the performance that enhances business performance results through the following: -

- Adopting or employing outstanding performance work systems to improve employee orientations at work that help reduce turnover rates and increase flexibility in work practices.
- Determining the level of improvements in ability, motivation and opportunity for participation that lead to increased productivity.

(Al-Khashab 2020) defines it as a comprehensive approach to work that takes into account the balance between the organization's goals and increasing its long-term success. It also defines it as the process of providing high-quality services based on scientific principles and high commitments to a culture of total quality. (Tekka, & Msangi, 2020) ^[15] indicates that outstanding performance means innovation, i.e. coming up with something different from others, and it is also achieving a competitive advantage, meaning being better than competitors in one or more performances.

The researcher sees, through the above-mentioned

proposals, that it can be noted that some definitions focused on activities, operations and the clear vision of employees as a primary source of excellence, while others indicated that the organization is distinguished by the high-quality products it provides to achieve added value for the customer. Therefore, it can be said that the previous definitions focused on several basic points, which are: -

- Distinguished performance is the performance that exceeds the limits of the standards set by the organization.
- It is a performance that surpasses what others provide in quantity and quality.
- Distinguished performance usually includes many activities and fields.
- Distinguished performance focuses on the practices practiced by management that achieve the highest levels of performance, which makes the organization have the ability to respond quickly to environmental changes.
- Distinguished performance means that the organization outperforms its competitors in all aspects of work and behavior.

4. The relationship between strategic intelligence, digital transformation and outstanding performance

Collective commitment is an important and key reason for success, excellence and achieving the desired goals principles ", which means adhering to the objectives of the Organization and following the values and norms on which the Panel was based s spirit of creativity, Because the collaborative industry and collective commitment by the leader, managers and team members is an important reason for creativity and success and is considered one of the strongest and easiest ways to achieve success, and success is attributed to the whole team s cooperation, thus developing a spirit of long-term cooperation and creativity. The collective commitment is for a group of people to engage and cooperate in efforts, capabilities and skills, whether partially or totally, to accomplish a particular project or programme, or to achieve a general goal that is in the public interest. The organization's creative ideas are not being successfully presented individually, but rather needs the help of others for the purpose of leveraging, sharing and applying ideas and experiences (2011, Yubo Hou).

The desire for change always needs an effort to deal with it whether to cope positively with adaptation or passive refusal, and both types of dealing require innovative and creative tools, means and methods innovation and innovation in ways and methods, In form as well as content, change works to the highest degree of operational practice and operational performance by knowing and affirming strengths and by detecting and addressing weaknesses that have led to underperformance. Change increases compatibility and adaptability with organizations' differing circumstances and uncertain attitudes. Change programmes can be successful by supporting and supporting management leaders in change efforts, ensuring continuity and delivering the desired results, providing an appropriate climate that accepts and does not oppose change, and providing the

human, technical and material resources that prepare for change and help to implement it. It works to develop the outstanding performance of the Organization's employees.

A clear, understandable and distinctive strategic vision is the cornerstone of building and achieving effective strategy. Vision is not only a race in selecting attractive slogans, words and phrases, but an approach to creative strategic thinking to determine the future of the organization, the quality of its activities to be applied, and its expected market position. The strategic vision therefore serves to provide an appropriate and creative environment in the organizations. The strategic vision represents the Organization's future path and vision, which determines the direction to which the Organization wishes to reach, the market position it intends to achieve, the quality of skills, capabilities and potential it plans to develop. Good planning for the Organization's future gives workers the ability to think differently and present creative ideas.

In formulating the vision, there is a need for imagination and strategic perception, which is one of the dimensions of outstanding performance, to imagine what can happen in the long term. A good vision sets out an overall framework of the University's philosophy, strategies and objectives, while playing an important and significant role in increasing the effectiveness and productivity of the University because it motivates and drives everyone to work towards one goal. The strategic vision is the vision of managers in educational organizations and their staff to work on the goals that managers are expected to achieve in a specific period of time, so that this vision determines the organization's educational future, educational and cultural level, thereby allowing managers the ability to create new and creative ideas. The Organization's formulation of the strategic vision and mission generates significant and real management value by consolidating managers' views on the future directions and pathways of the Organization and work to reduce the risks of loss of visibility, which creates an incentive for workers to participate and cooperate in transforming vision into a practical reality and to generate convincing affiliation to organize and ensure the achievement of its objectives, as well as to achieve the rigorous formulation necessary to deal with the variables and challenges of the future s vision, which drives creative and different ideas.

Knowledge development is the instrument of effective and efficient organizations to invest their intellectual capital by making access to the knowledge generated and developed about them for other people in need possible and easy. It is a tool to stimulate organizations and encourage the creative capabilities of their human resources to create good knowledge and develop existing in creative and creative ways and to pre-reveal relationships that are not knowledgeable and gaps in their expectations, and provide the opportunity to obtain the lasting and continuous competitive advantage of organizations from embracing more creations of new ideas or services and goods.

Knowledge development is the systematic process of guiding and developing the knowledge asset of the Organization's talented individuals, in an efficient manner

that other organizations cannot imitate as the main source of profit. The outstanding performance process cannot be done with the desired goal of the Organization: stability, growth and market share invested in its human resources, especially those who are talented, experienced, knowledgeable and skilled, Creativity can be achieved only through this segment and demonstrates the importance of the organizations' outstanding performance through changes and shifts towards a free economy based on meeting the expectations of the future. and that the scarcity of resources, the many requirements and needs and the diversity of individuals' needs require the use of a creative and different method to meet these needs, The existence of these needs facilitates the Organization's knowledge development process.

There is a correlation between knowledge development and outstanding performance at the organization level In the knowledge economy, the key to excellence, competitive advantage and high returns in industry will be the key, is how organizations can engage and innovate with their knowledge, and supports organizations' competitive advantage in the evolution and challenges of the information revolution, It reflects the Organization's ability to recognize current business models in ways and methods that are new values for clients system ", which is thus a natural development for managing outstanding performance, and reflects the logical approach of the value system that is the foundation of success.

H1: There is an impact of strategic intelligence on outstanding performance through digital transformation in the research university.

H2: Digital transformation has an impact on outstanding performance through strategic intelligence at the research university.

First Research: Study methodology

1. Study methodology: The analytical descriptive approach has been used to achieve the study's objectives, through which the phenomenon in question is described, the analysis of its data, the relationship between its components and the opinions on it, the processes it contains and the effects it creates.

2. Data collection sources

- **Preliminary data:** Preliminary data were collected to address the analytical aspects of the research topic through the identification of some research vocabulary, the inventory of the data needed, their collection, their discharge and analysis using SPSS and AOMS and the use of appropriate statistical tests with a view to reaching valuable indications and indicators supporting the study subject.
- **Secondary Sources:** Secondary data collection sources, which consist of Arabic and foreign books and references related to the subject matter of the study, as well as periodicals, articles, reports, published research, master's theses and doctorates, have been relied upon. The aim of the use of secondary sources in the study is to identify sound scientific bases and methods in the writing of the study, as well as to take an overview of the latest developments in the field of study.

3. Society and sample study

- **Study Society:** The study community is defined as all the vocabulary of the phenomenon studied by the researcher. Based on the problem and objectives of the study, the target community consists of the workers of the University of Iraq (workers and academics), which consists of three main forces, as well as the 1016 employees in the central administrations.

Table 1: Distribution of members of the study community

Total	female	male	Job Position
606	82	524	Administrative
410	46	364	Teaching Staff
1016	128	888	Total

Source: University Administration, Personnel.

- **Sample Study:** Due to the large size of the study community and to save time and cost, the researcher used a simple random caste method to collect the initial data needed for the study. Using an equation (2003 Moore) to calculate the sample, the sample size of the study consists of 279 staff members. The questionnaire was distributed to the sample. 201 was recovered and 79 were excluded for incompatibility with the correct criteria of analysis and 83%, so the researcher relied on 201 analytical questionnaires.

Table 2: Characteristics of Individuals Researched at the University Sample Study

Gender											
Female					Male						
%		Number			%			Number			
18.4		81			81.6			120			
age											
50 and more		40-49			31-39			30 and less			
%	number	%	number	%	number	%	number	%	number		
13.4	43	26.6	51	31.7	54	28.3	53				
educational qualification											
PhD		Higher Diploma		masters		BA		diploma		secondary	
%	number	%	number	%	number	%	number	%	number	%	number
16.7	33	8.4	28	1.7	25	54.9	56	11.7	31	6.6	28
Years of service											

16 and more		11-15		6-10		Less than 5 years	
%	number	%	number	%	number	%	number
31.6	54	11.7	42	33.3	55	23.4	50

Source: Prepared by the researcher

It is clear from table (2) that the description of sample members by sex shows that males constitute the largest proportion of the total number of sample individuals. Women accounted for the lowest proportion of the total sample population. It is noted that the university relies on males in administrative locations. In terms of age, the numbers in table (2) show that most of the study sample individuals fall into category II. (30-39) The year with the highest ratios of the total number of members of the sample indicates the university's orientation towards youth groups in the management of its departments. a Followed by category I (less than 30 years) followed by category III (40-49), and category IV (50 years and more) was the lowest proportion of total sample personnel. With regard to academic achievement, the above table shows us the high proportion of individuals holding a bachelor's degree ", followed by the proportion of individuals holding a doctorate followed by individuals holding a diploma, Followed by a higher diploma, followed by a preparatory diploma, The proportion of individuals holding a master's degree was the lowest. All individuals receive a university scientific qualification in proportion to the study sample. (54%) for the bachelor's degree campaign, this result shows the ability to put forward practical ideas that help the development of the university.

Table (2) shows the description of the study sample individuals according to the categories of years of service, and notes that the individuals whose length of service is limited between (5-10) years in excess of other categories, followed by category IV (16 and more), followed by the first category (less than 5) years, and the two categories (11-15) Having reached the lowest ratios of the total number of study samples, there is a high level of experience in the research university, which gives managers the ability to predict the problems facing their university and make

appropriate decisions. This is confirmed by the acquisition of a sample study in the category of individuals. (10) One year and more than half of the sample's total, with good ratios of service to the interviewees being an indicator of accumulation of experience and clear perceptions of the dimensions and variables of identification.

Third Research: Study hypotheses test

The third research focused on testing the hypotheses of the research and determining the validity of those hypotheses or not at the enterprise level. The research sample therefore included two main axes: The first dealt with the test of attachment hypotheses using Spearman's rho coefficient because it suited the metadata of this research, while the second focused on the test of direct and indirect impact hypotheses, using Structural Equation Modeling as one of the contemporary statistical methods used to determine influential relationships between variables.

1. Test the first main hypothesis: There is an indirect and moral impact between digital transformation and outstanding performance through strategic intelligence intermediary

Figure (1) shows the standard regression pathways and the value (R²) of the effect of the digital transformation variable Strategic intelligence in the outstanding performance variable and that form shows that the structural model has been fully matched by the values of the model's conformity indicators, Figure 1 also shows non-standard regression pathways, constant regression value and standard error of the fourth main hypothesis as shown in the outputs of Programme 23 (.Amos V). and table (3) shows the main hypothesis's sixth tracks, normative and non-normative regression weights, normative error, critical ratio, level of morale and value (R²).

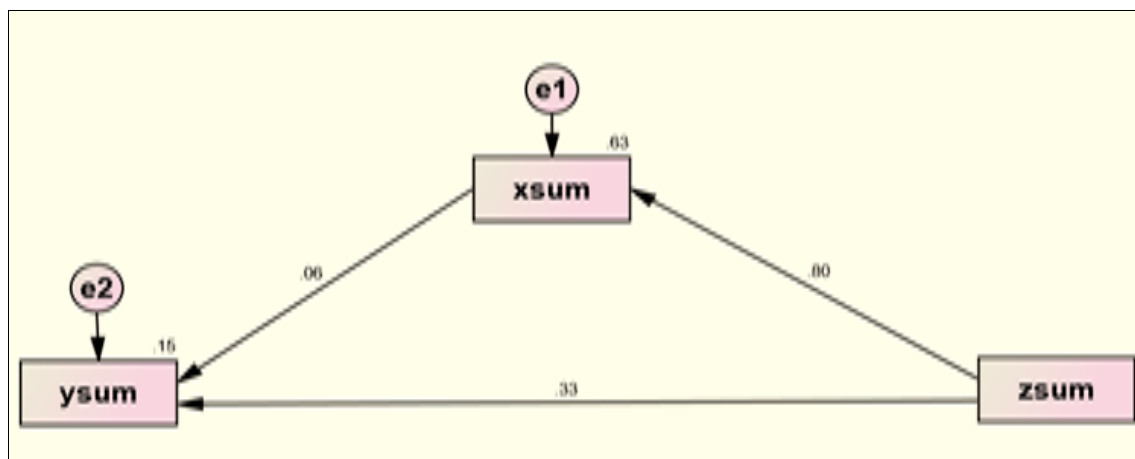


Fig 1: Standard regression pathway coefficients, constant value and standard error of the first hypothesis test.

Source: Programme Output (23.Amos V)

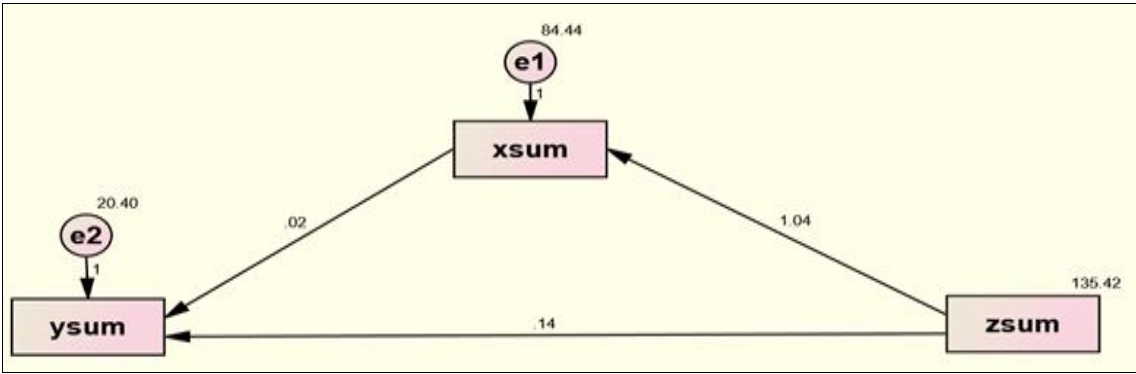


Fig 2: Non-standard regression pathway coefficients, constant value and standard error of the first hypothesis test.
Source: Programme Output (23.Amos V)

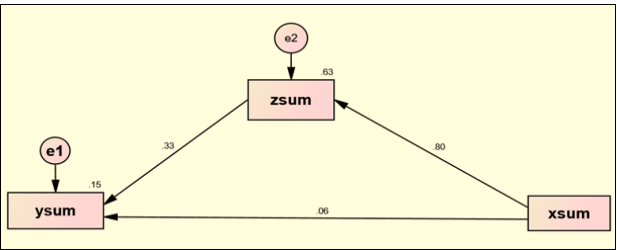
Table 3: Pathways and Parameters of the first Hypothesis Test

Paths		Estimate	Standard R.W.	S.E.	C.R.	P	R ²
xsum	<--- zsum	.796	1.039	.056	18.563	***	.63
ysum	<--- xsum	.059	.019	.035	.550	.583	
ysum	<--- zsum	.334	.140	.045	3.084	.002	.15

From the above format and table notes that strategic intelligence was not intermediate variables between digital transformation and outstanding performance neither at the micro level nor at the macro level. There is a direct impact between digital transformation and outstanding performance, so it rejects alternative imposition and accepts zero imposition.

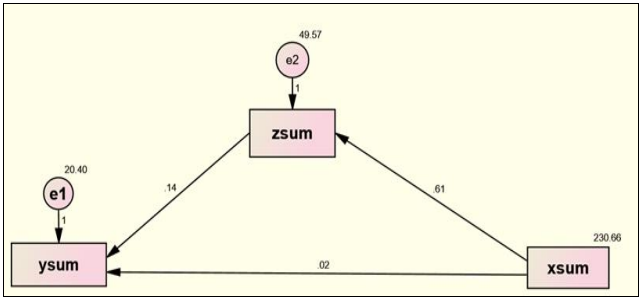
2. Test the second main hypothesis: There is an indirect and moral impact between strategic intelligence and outstanding performance through digital transformation intermediary.

Figure (3) shows the standard regression pathways and the value (R2) of the impact of the dimensions of the independent variable Strategic Intelligence and Digital Transformation in the premium performance variable and that form shows that the structural model has been fully matched by the values of the model's conformity indicators, Figure 4 also shows non-standard regression pathways, constant regression value and standard error of the fourth main hypothesis as shown in the outputs of Programme 23 (.Amos V). and table (4) shows the routes of the second main hypothesis and the weight of normative and non-normative regression, normative error, critical ratio, level of morale and value (R2).



Source: Programme Output (23. Amos V)

Fig 3: Standard regression pathway coefficients, constant value and standard error of the second hypothesis test.



Source: Programme Output (23. Amos V)

Fig 4: Non-standard regression pathway coefficients, constant value and standard error of the second hypothesis test.

Table 4: Second hypothesis test pathways and parameters

Paths	Estimate	Standard R.W.	S.E.	C.R.	P	R ²
zsum <--- xsum	.796	.610	.033	18.563	***	.63
ysum <--- zsum	.334	.140	.045	3.084	.002	.16
ysum <--- xsum	.059	.019	.035	.550	.583	

Table 5: Direct and indirect routes of the second hypothesis

Paths	Direct impact	Indirect impact	Overall impact	R2
y <--- x	.330			0.63
Y <--- Z <--- x		0.33*0.79=0.269	0.349	0.15

Figure 4 shows that there is no direct impact of a strategic intelligence variable on strategic performance, as shown in Table (4.5) where the value (0.059) and the ratio of indication is greater than (0.05) and the indirect impact of the Strategic Intelligence Variable on outstanding performance was demonstrated by the Digital Transformation Variable (0.269), Thus, a change of 1 in strategic intelligence in outstanding performance and indirectly through digital transformation by 0.269 and hence the total spillover effect of strategic intelligence (0.349), or

the value of the interpretation coefficient (R^2) It is 0.15, which means that strategic intelligence and digital transformation explain the percentage (15%) of changes in outstanding performance, and the remainder of the total (85%) They are attributable to other variables not involved in research, and these results confirm the indirect impact of strategic intelligence on outstanding performance through digital transformation at the research organization level.

Conclusion

Through this study, we have been able to highlight one of the most important topics in the information technology age. digital transformation and strategic intelligence and its impact on the process of outstanding performance, Access to information has become crucial for leaders at the educational level who are supposed to have the advantage of strategic intelligence and digital transformation. But sometimes these advantages alone are not enough to bring an institution to a prestigious place, The availability of appropriate information in a timely manner, analyzed and intelligently exploited enables the ultimate performance of institutions and this is ensured by strategic intelligence and digital transformation.

In order to ascertain the applicability of this contemporary concept in the business environment in which we live and in its surroundings, our destination was the University of Iraq, whose field study was carried out from the following main problem: What is the interactive role of digital transformation and strategic intelligence in achieving outstanding performance?

Through research into the aspects of this topic, we have seen many conceptual and applied conclusions in order to put on the light of many solutions and proposals:

Conclusions

Based on the results of the statistical analysis, Iraqi University employees have a good level of strategic intelligence. They seek to extrapolate the future continuously with the aim of developing digital transformation strategies in their universities and plans in the long term and following changes in the external and internal environment to rethink the university's decisions The University also focuses on the dimensions of digital transformation and seeks to deepen understanding of it and focuses on improving the level of digital culture with a view to applying it to the level of field behaviour, maximizing the capabilities of individuals in artificial intelligence and looking for a new mechanism to manage the digital resources available in the University in the long term and to achieve outstanding performance, interactive variables. (Strategic Intelligence and Digital Transformation) has a significant impact on enhancing the outstanding performance variable. The university and its colleges sample the study in case they are interested in the dimension of vision, empowerment, partnership, creativity and the ability to motivate workers. This has an impact on promoting the digital transformation variable, which is reflected in the outstanding performance of the university. The University is the sample study if it is interested in and strives to maximize the level of systemic thinking among its leaders. This has the effect of enhancing its continuity and improving its outstanding performance The University's

interest in the future vision of leaders and what they expect about the future has the effect of enhancing the outstanding performance variable through digital technologies, The University's interest in a sample study on the dimension of partnership has an impact on promoting digital transformation. innovation also has an impact on promoting digital transformation, and this leads us to the more the University seeks to enhance the level of digital transformation that has an impact on enhancing outstanding performance.

Based on the above, through statistical analyses of the researchers' responses and interpretation of the findings, the study produced a set of findings that can be limited to:

- It also demonstrated the indirect impact of the strategic intelligence variable on outstanding performance through the digital transformation variable where it was valued (0.269), thus a change of (1) in strategic intelligence in outstanding performance and indirectly through digital transformation by (0.269), thus reaching the total spillover effect of strategic intelligence (0.349), the value of the interpretation coefficient (R^2) was 0.15, which means that strategic intelligence and digital transformation explain the ratio (15%) of changes in outstanding performance, and the remainder of the total (85%) They are attributable to other variables not involved in research, and these results confirm the indirect impact of strategic intelligence on outstanding performance through digital transformation at the research organization level.
- The study did not show that strategic intelligence is an intermediate variable between digital transformation and outstanding performance, but rather a direct relationship.

2. Recommendations and proposals.

In the light of the research researcher's conclusions, a set of ideas was developed that could be formulated in the form of recommendations that could be used by the organizations. (Study Society), and other organizations working in the same and other sectors can benefit from it in order to ensure their excellence and excellence and to ensure the continuation of a turbulent and changing business world for the purpose of achieving success and providing an efficient and effective human resource.

- To create a comprehensive framework linking the areas of strategic orientation of different educational institutions and other institutions, work should be intensified to intensify academic efforts to determine what are strategic directions and how to determine the determinants of the nature of each of these directions by disseminating the concept of strategic intelligence among leaders in organizations and its importance.
- The need to convince senior administrations and their faith in the application of strategic intelligence and its association with the University's strategic management; It represents the most important pillar of the creation of modern organizations because of its significant impact on their performance and thus the achievement of outstanding performance.
- Work to apply modern methods in the strategic directions of organizations and make appropriate decisions and adopt the scientific and field curriculum

to solve and address the problems experienced by these organizations in order to maintain their sustainability and continuity in the market under the conditions of competition and establish a margin of flexibility in these directions to accommodate unexpected environmental variables.

- The need to focus more on the other dimensions of strategic intelligence. Clearly, there is a greater tendency to systemic thinking in the sample, which is a good signal of clear interest in the leaders of the organizations.
- In order to succeed in exercising strategic intelligence, organizations need to set far-reaching goals that are achievable taking into account organizations' potential and capabilities through digital transformation to access outstanding performance.
- The need to promote digital culture further in organizations as the cornerstone of achieving the desired goals of digital transformation along with other dimensions.

References

1. Kraus S, Jones P, Kailer N, Weinmann A, Chaparro-Banegas N, Roig-Tierno N. Digital transformation: An overview of the current state of the art of research. *Sage Open*. 2021;11(3):21582440211047576.
2. Vial G. Understanding digital transformation: A review and a research agenda. In: *Managing digital transformation*; c2021. p. 13-66.
3. Zaoui F, Souissi N. Roadmap for digital transformation: A literature review. *Procedia Comput Sci*. 2020;175:621-628.
4. Schwertner K. Digital transformation of business. *Trakia J Sci*. 2017;15(1):388-393.
5. Majchrzak A, Markus ML, Wareham J. Designing for digital transformation. *MIS Q*. 2016;40(2):267-278.
6. Kent S. Strategic intelligence for American world policy. Vol. 2377. Princeton University Press; c2015.
7. Alzoubi HM, Aziz R. Does emotional intelligence contribute to quality of strategic decisions? The mediating role of open innovation. *J Open Innov: Technol Mark Complex*. 2021;7(2):130.
8. Borges AF, Laurindo FJ, Spínola MM, Gonçalves RF, Mattos CA. The strategic use of artificial intelligence in the digital era: Systematic literature review and future research directions. *Int J Inf Manage*. 2021;57:102225.
9. Stone M, Aravopoulou E, Ekinci Y, Evans G, Hobbs M, Labib A, *et al*. Artificial intelligence (AI) in strategic marketing decision-making: a research agenda. *The Bottom Line*. 2020;33(2):183-200.
10. Huang MH, Rust RT. A strategic framework for artificial intelligence in marketing. *J Acad Mark Sci*. 2021;49:30-50.
11. Afsharian M, Bogetoft P. Identifying production units with outstanding performance. *Eur J Oper Res*. 2020;287(3):1191-1194.
12. Gholipour HF, Arjomandi A, Marsiglio S, Foroughi B. Is outstanding performance in sport events a driver of tourism? *J Dest Mark Manag*. 2020;18:100507.
13. Khatir N, Madani H. The impact of digital transformation on achieving outstanding performance in educational administration. *Int J Educ Manag*. 2024.
14. Thatrak D. Human capital orientation, employee creativity development, organizational innovation capabilities, and outstanding performance of SMEs businesses in Thailand. *Int J Econ Bus Admin*. 2021;9(2):126-142.
15. Tekka RS, Msangi SM. Effects of strong government in attaining outstanding performance on construction projects: Stakeholder's opinions in Tanzania. *Ind Eng*. 2020;4(2):55-60.