



**The Role of Strategic Intelligence in the Environmental and Social
Performance of Private Organizations
Case Study of the Irrigation Pipes Establishment in Wadi Al-Fidha
Chlef**

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Summary:

The study aimed to identify the role of strategic intelligence in its dimensions (foresight, organized thinking, strategic vision, motivation, partnership) in enhancing the environmental and social performance of the Irrigation Corporation in Wadi Al-Fidha. We relied on the descriptive and analytical approach. The questionnaire tool was also used as a primary tool for collecting data. (15) questionnaires were distributed to all administrative officials at the institution level, and (12) questionnaires were retrieved and analyzed using the Statistical Package for the Social Sciences (SPSS).

The study found that there is a direct, statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the dimensions of strategic intelligence and enhancing the environmental and social performance of the Irrigation Corporation in Wadi Al-Fidha. It was found that the dimensions of most interest in the institution under study are, respectively: foresight, motivation, organized thinking, strategic vision, and partnership. The results also showed that there were no statistically significant differences at the significance level ($\alpha \geq 0.05$) between the dimensions of strategic intelligence and enhancing environmental and social performance at the Wadi Al-Fidha Irrigation Corporation due to demographic variables (gender, age, experience).

The study recommended the need to develop and develop the elements of strategic intelligence because of their impact on decisions, especially attention to the partnership element because it helps to exchange experiences and skills between participating organizations. The institution must also implement an environmental management system in order to preserve the safety of the community in which it operates.

Keywords: strategic intelligence, environmental performance, social performance, Wadi Al-Fidha Irrigation Corporation.

Introduction

In light of the rapid changes and developments taking place in the information world and in light of the enormous scientific development in various fields and the resulting great challenges for business organizations, it has become mandatory for us to search for new types of leaders with special qualities capable of upgrading organizations and reaching excellence and leadership, and this is only through the application of strategic intelligence in its dimensions: foresight, vision, systems thinking, motivation, partnership, creativity. (Tamer Hamdan, 2015, p. 2) the role of strategic intelligence is highlighted as one of the types of intelligence characterized by organizational leaders, which provides them with future visions, creative and intuitive abilities, enabling them to motivate employees to strengthen their organizations and rush to find collaborative partnerships with other organizations in the framework of seeking to meet these challenges, as well as its role in providing information to decision makers and formulating strategies, plans and policies in business organizations. (Nada Omar Abdullah, 2016, p. 13) the performance of the institution is its main goal and objective, and to achieve this goal, it is necessary to have leaders who possess these skills at the present time, when organizations are facing rapid changes, whether at the level of their internal or external environment, to achieve their goals. (Talasim and Virgin, 2018, page 109)

Therefore, the following problem can be posed: what is the role of strategic intelligence in enhancing the environmental and social performance of private companies

A number of the following sub-questions fall under the main question:

1 - is there a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the strategic intelligence and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation

It, in turn, includes the following questions:

- Is there a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between foresight and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation.
- Is there a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the strategic vision and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation.
- Is there a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between systems thinking and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation.
- Is there a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between motivation and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation.

- Is there a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the partnership and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation.

- Are there any significant differences at the level of significance ($0.05 \geq \alpha$) between strategic intelligence and enhancing the environmental and social performance of Wadi Al-Fidha Irrigation Corporation is attributed to demographic variables (gender, age, years of experience).

Study hypotheses:

The hypotheses were formulated based on the questions posed and the model of the current study, as follows:

The first main hypothesis:

1- there is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the strategic intelligence and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation **From the main hypothesis, sub-hypotheses emerge:**

- There is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between foresight and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation

- There is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the strategic vision and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation

- There is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between systems thinking and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation

- There is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the motivation and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation

- There is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the partnership and the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation

The second main hypothesis:

2- there are significant differences at the level of significance ($0.05 \geq \alpha$) between strategic intelligence and enhancing the environmental and social performance of private Wadi Al-Fidha Irrigation Corporation is attributed to demographic variables (gender, age, years of experience).

Objectives of the study:

The main objective of the research is to answer the questions of the problem and the extent to which the leaders in the studied organization are aware of the importance of strategic intelligence and its role in enhancing environmental and social performance. the research also aims to achieve the following:



1-building an integrated knowledge framework for the two variables of the study (strategic intelligence, environmental and social performance).

2-determining the relationship between the dimensions of strategic intelligence and the environmental and social performance of the organization under study.

3-identify the extent of awareness and awareness of the frames in the organization under study of the importance of strategic intelligence and its role in the development of its performance.

4-crystallization of basic research results in the form of a set of recommendations and suggestions.

The importance of study:

The importance of this study stands out from the theoretical point of view in its attempt to clarify the role of strategic intelligence on the performance of organizations, as a complementary study to previous studies in the field of strategic intelligence, which still needs more in-depth analysis and exploration in conducting new research by reviewing the results of the case study and its suggestions.

As for the practical aspect of the study, it is to help frames in organizations to recognize the importance of strategic intelligence in formulating effective strategic plans, the more the strategic plan of the organization is formulated well and effectively, this will lead to achieving its vision, mission and strategic goals and contributing to the development of its performance.

Curriculum of study:

The analytical descriptive research approach was adopted, which relies on collecting facts, then comparing, analyzing and interpreting them to reach conclusions, as it provides the researcher with real information about the studied phenomenon.

Study tools:

A number of tools were used to collect information, including: the questionnaire as a primary tool for data collection, in addition to the interview as a supporting tool.

The first axis: the theoretical aspect

Strategic intelligence is associated with a distinctive type of abilities that an administrative leader needs to enable him to think holistically about the future of the organization and face situations of uncertainty and scarcity of information or its limitations, which requires a broad understanding of the surrounding environmental requirements and the search for the best ways and possibilities aimed at achieving the status and privileged position of the organization, including improving its environmental and social performance.

First: strategic intelligence

- It is a set of operations aimed at searching for, processing, then disseminating and protecting information to be accessible to the right person at the right time to enable him to make the right decision (Muzammil Ali, 2017, p.167).

- It is also seen as the intelligence that leaders need to formulate long-term strategies and policies (Tamer Hamdan, 2015, p.16), it expresses what an organization needs to



know about its business environment to conceptualize its current operations, anticipate and manage changes in preparation for the future, design appropriate strategies to create value for the customer and improve profitability in current and new markets (Nada Omar Abdullah, 2016, p. 16), and it is also a function of analyzing competitors or understanding their future goals and current strategies, what they believe in assumptions about themselves and the industry, and realizing their capabilities highlighting their components (talasim and Virgin, 2018, P. 113).

Therefore, strategic intelligence is a strategic process consisting of basic elements of foresight, strategic vision, systems thinking, motivation and partnership, aimed at providing senior management and those in charge of the organization with the necessary and necessary information about its internal and external environment to enable them to formulate the organization's strategy in order to achieve its goals, including achieving the strategic success of the organization.

Dimensions of strategic intelligence:

Foresight foresight: foresight reflects the individual's ability to think based on invisible and unconscious forces, but they contribute to making the future (Salah Abdelkader, 2008, p.173), the degree of analysis of current conditions and moving them through time, the degree of analysis of the state of the desired future in relation to the conditions under control and the ability to analyze future activities to reach the desired future (Muzammil Ali, 2017, p. 169).

- Organized thinking systems thinking: embodies the ability to synthesize or integrate various elements for the purpose of analyzing them and understanding how they interact to form a system or a clear picture about the objects being handled.

- Strategic vision Visioning: it concerns the ability to use foresight and organized thinking in designing an optimal model or situation that requires reaching it, and it does not mean just adopting a wave towards the future industry as much as it is concerned with directing the paths of this wave and achieving its contents.

- Motivating motivation: the ability to motivate individuals and motivate them to believe in a general goal that unites them based on the visions and perceptions that should be put into practice, and this certainly requires that what motivates individuals and influences them to work towards the goal be identified.

- Partnership Partnering: it consists in the possibility of establishing strategic alliances, while people with emotional or emotional intelligence make friends with others to gain their support, people with strategic intelligence tend to form partnerships and alliances to reach common goals (Salah Abdelkader, 2008).

Second: environmental and social performance

Improving the environmental and social performance of institutions leads to improving the overall performance of the institution, through planning, implementation, review and development of events and activities taken by the organization to fulfill its obligations, both environmentally and socially.

1. environmental performance

Environmental performance reflects the achievements of the organization in managing any interaction between its activities, products and services and the environment, as well as environmental performance is expressed as the set of activities and actions taken by enterprises to reduce or prevent environmental degradation as a result of these enterprises producing their products or providing their services (paste and paste, 2017, p.468).

The ISO 14000 series of international standards includes a mandatory standard specification, the ISO 14000 environmental management systems, with a number of fully documented indicative standards, including ISO 14031 environmental performance assessment tools, where ISO 14031 defined environmental performance assessment as: an approach to facilitate management decisions regarding the environmental performance of the organization by selecting indicators, analyzing data, evaluating information according to the environmental performance measure, preparing reports, communicating information, periodic inspection and ultimately the development of this product. (Haddo and Al-Jawzi, 2015, Page 214)

Environmental performance includes two basic elements, namely:

- Environmental efficiency: providing goods and services at competitive prices that satisfy human needs and achieve quality of life while reducing ecological impacts and the intensity of resource exploitation during the life cycle to bring them to an appropriate level (Puskar and oy, 2018, P.280). Etzioni defined it as the ability of an organization to achieve its goals, and it depends on the ability and the criteria used to measure it on the model used in the study of organizations, and this variable is often used as a dependent variable for other independent variables such as Authority building, communication patterns, supervision methods, morale and productivity. (Ali Maher Tharwat, 2016, Page 24)

- Environmental efficiency: means the ability to achieve goals at the expense of optimal consumption of resources, personnel, equipment, Natural Resources. For reference, environmental performance includes several areas, the most important of which are activities to address the flow of pollutants into the water, activities to address gas leaks into the atmosphere, solid waste treatment activities and activities to address accidents caused by pollution, recycling activities (buskar and oy, 2018, P.280).

Environmental effectiveness is based on a set of elements, including:

- Reduction of the use of substances in products and services.
- Reducing the energy intensity and reducing the input units of energy to produce one unit of production.
- Reduction of toxic emissions.
- Maximize the recovery of used materials.
- Maximize the sustainable use of Natural Resources.
- Strengthen the sustainability of products and increase the product life cycle.



- Increase the volume of benefits provided by products and services. (Yasser Abd Taha and Ali Maher Tharwat, 2018, page 9)

Environmental performance measurement indicators:

The assessment of the environmental performance of organizations is complicated by the different types of performance, the difficulty of obtaining the necessary information for the formulation of environmental standards, the difficulty of using external criteria in the development of indicators. Environmental performance indicators can be divided as follows:

EMIs environmental management indicators: management's efforts to influence the environmental performance of the organization include the following:

Strategic vision, organizational structure of Environmental Management, management systems and related documentation, administrative commitment to environmental issues, and communications with internal and external stakeholders.

EPIS environmental performance indicators: they are divided into:

- * Environmental operational indicators related to the areas of possession measurement, product/ quantity technical metrics, product/process utilization metrics and waste disposal.

- * Environmental impact indicators related to outputs such as total waste, material consumption, water and energy, and gas emissions.

Motives of interest in improving environmental performance:

- Integrating the environmental dimension among the variables governing the management and management of the economic institution.
- Responding to the requirements imposed by governments through the environmental laws and legislations enacted by them.
- The need to develop the so-called technological vigilance, especially with regard to the production process.
- The keenness of some stakeholders to deal with the most environmentally friendly economic institutions is what makes the marchers pay attention to environmental performance.
- More diligence in magazines that help protect the environment and disclose it (muqimah, 2019, pp. 30-32)

- Social performance

The social performance of an organization can be defined as all the obligations performed by the organization that go beyond the legislation and laws legally imposed on it, in the sense that it is a set of optional obligations to meet the requirements and expectations of a group of stakeholders with the organization, whether they are employees, consumers, the environment or the surrounding community. These commitments may not yield a direct return in the short term, but they may receive these returns in the form of ensuring survival, growth and prosperity, by directing part of the organization's financial, technical, human and organizational resources to meet

the different expectations of the stakeholders dealing with it (Mabaruka, Heri, and Saos, 2018, P.927).

Social performance is also concerned with transforming the social mission of an organization into reality and practice in line with accepted social values associated with serving more poor and needy people, improving the quality and convenience of financial services and creating benefits for customers, and improving corporate social responsibility (Safir, Hamana, and Moulay, 208, P.5).

The carroll model of social performance:

Carroll (1979-1995) introduced important elements related to social responsibility in addition to his proposal of social performance as a new concept and identified four areas of Social Responsibility (economic, legal, ethical, charitable). Finally, he added a third dimension, which is the philosophy of social response (reaction, defense, adaptation, proactive or voluntary initiative) to finally form a model in the form of a cube and contains 96 entries, which can be increased or decreased according to the adopted issues.

These three dimensions of the matrix are explained below:

The first dimension of the matrix includes the goals that the institution seeks to achieve through its adoption and practice of social responsibility, as it not only includes achieving economic profitability and respect for laws, but also goes further, as it aims to practice ethical behavior that fits social standards and expectations, in addition, it should be more voluntary and charitable. This is what I call the carroll Pyramid of social responsibility.

The second dimension is social responsiveness, which means the organization's ability to respond to social pressures, which is measured through four attitudes: reaction, defense, adaptation, proactivity or voluntary initiative.

The third, more practical dimension is the list of areas covered by the foundation in the framework of Social Responsibility, and although the Carroll model accurately describes how the managers perceive their social responsibility, it does not take into account the social complexity of their roles and the results of their activities in the foundation (Burney, 2015, p.158).

The wood model 1991: this model involves a process-based approach to social performance, where this approach integrates ethical and moral elements on which the organization's approaches depend. wood distinguished three axes on which social performance is based, namely, principles and processes of social sensitization, social response, as well as the results of social policies.

The aim of this model is to simplify the carroll model by introducing new dimensions of social performance within the model that can be quantified, such as social impacts, social programs, social policies. (AIT Zidan and Pharaoh, 2016)

The second axis: the applied aspect

Definition of the institution:

First Wadi Al-Fidha Irrigation Corporation: it is an establishment with spa shares that is a branch of TRANS-CANAL, which in turn belongs to the parent HYDRO-CANAL GROUP in Algiers, its full name is the national institution for irrigation canals TRANS-CANAL, commissioned by the Ministry of irrigation, its main headquarters is on the front of the National Road No. (04) Algeria-Oran in the Wadi Al-Fidha Irrigation Corporation, Chlef state, its main activity lies in the production and distribution of its restoration in 1969 under the supervision of "snmc" National Foundation for building materials.

Research methodology and procedures:

Research community: the research community included all the heads of interests in the irrigation pipes Foundation in Silver Valley and the swallows number of 15 heads. Thus, a comprehensive survey was conducted for the entire study community, 15 questionnaires were distributed, 12 questionnaires were retrieved and 3 questionnaires were not retrieved. And the distributors according to the search variables shown in the table:

Table No. (01): characteristics of the demographic research sample.

variable		frequency	percentage
gender	male	11	91.7%
	female	1	8.3%
age	Under 30 years	1	8.3%
	31 to 40 years	8	66.7%
	41 to 50 and over	3	25%
experience	Less than 10years	5	41.7%
	More than 10 years	7	58.3%

Source : spss programme outputs

The research tool and its construction steps: this research relied on the questionnaire as a data collection tool, as the questionnaire was designed based on the dimensions of strategic intelligence, which numbered five dimensions distributed as follows:

- The first dimension: foresight, the number of its paragraphs reached 4 paragraphs
- The second dimension: organized thinking, the number of paragraphs reached 5 paragraphs
- The third dimension: the strategic vision, with a number of 4 paragraphs
- The fourth dimension: motivation, the number of its paragraphs was 4 paragraphs
- The fifth dimension: partnership: the number of paragraphs reached 5 paragraphs

In addition to the second variable related to environmental and social performance, the number of paragraphs after environmental performance reached 7 paragraphs, while the number of paragraphs of the social dimension reached 5 paragraphs.



To ensure the authenticity of the research tool, the questionnaire was presented to a competent arbitrator in the field of Social Responsibility, who in turn provided a set of simple observations, and to ensure the stability of the research tool, the alpha Krombach test was used for the stability of the final sample, and the alpha Krombach coefficient of stability in general reached (93.5%), and the fact that the value is more than (60%) indicates the strength of the stability of the paragraphs of the questionnaire and that the scale is valid to measure what it was developed for.

Search application procedure:

Statistical processing: to achieve the objectives of the research and analysis of the collected data, several appropriate statistical methods were used using the statistical packages of the Social Sciences spss, and the cells of the five-point Likert scale were identified as follows:

- From 1 to 1.80: represents a very low score towards each of the dimension paragraphs
- From 1.81 to 2.60: represents a low score towards each of the dimension paragraphs.
- From 2.61 to 3.40: represents an average score towards each of the dimension paragraphs.
- From 3.41 to 4.20: represents a high score towards each of the dimension paragraphs.
- From 4.21 to 5.00: represents a very high score towards each of the dimension paragraphs.

Statistical processing is represented by using:

- The arithmetic mean and standard deviation of the response of the individuals of the research sample about the dimensions.
- Pearson correlation coefficient for determining the relationship.
- ANOVA mono-contrast analysis.

Research results and discussion:

The results according to the research questions were presented as follows:

First: the results related to the first main hypothesis:

Hypothesis text: there is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between strategic intelligence and the environmental and social performance of private companies.

To answer this question, the arithmetic mean and standard deviation of the response of the individuals of the research sample to all dimensions were extracted, and the dimensions were also arranged in descending order by arithmetic mean and standard deviation as shown in the table: Table 2 : Descending order of dimensions by mean and standard deviation

rank	dimension	Arithmetic mean	Standard deviation	Extent of application	Correlation coefficient R	sig



1	prediction	3.50	0.630	High	0.346	0.271
2	Motivation	3.45	1.010	High	0.431	0.162
3	Structured thinking	3.30	0.617	Medium	0.849	0.000
4	Strategic vision	3.22	0.821	Medium	0.519	0.084
5	partnership	3.16	1.010	Medium	0.545	0.067
Criteria as a whole		3.32	0.683	Medium	0.529	0.077

Source : spss programme outputs

It is noted from the above table the following:

- The dimensions as a whole received an arithmetic mean (3.32) and a standard deviation (0.683), which indicates that the range of application is average.
- After forecasting, he got the first place with an arithmetic average (3.50) and a standard deviation (0.630), while after motivation, he got the second place with an arithmetic average(3.45) and a standard deviation (1.010), and after organized thinking, he got the third place with an arithmetic average (3.30) and a standard deviation (0.617), and after strategic vision, he got the fourth place with an arithmetic average (3.22) and a standard deviation (0.821), while after the partnership he took the fifth place with an arithmetic mean (3.16) and with a standard deviation(1.010).

The results are presented for the dimensions according to the arithmetic mean and the standard deviation of the response of the respondents, as follows:

It is clear from the extracted results that the institution under study attaches importance as a productive unit to each dimension of foresight as it represents the most important element in strategic intelligence, and therefore it does not come out of thin air and its outputs do not come by chance, but are the result of a set of operations that require mobilizing all efforts and resources to explore the opportunities and threats that the future holds in it, which is supposed to make this process one of the first concerns of senior management. This is followed by the motivation dimension, through the ability of the leader or boss to push and motivate individuals to believe in a general goal that unites them to implement visions and visions and urge them to operate and strengthen the organization. But on the other hand, the rest of the dimensions came with average arithmetic averages in the following order. This means that the institution under study has its own strategic vision that corresponds to its goals, but there is little attention to external environmental variables, since decision-making is centralized from the top management and the institution only has to commit to implementation, as a government institution. This is followed by organized thinking in the fourth rank with an average arithmetic mean, which indicates that the institution under study focuses on the typical way of performing its activity and does not rely on creativity, innovation, trying to change in the production of its products or making adjustments to its daily activities. As for the partnership, it ranked last with an

average arithmetic mean, which confirms that the institution does not enter into any partnerships or alliances with other institutions working in the same field or in a complementary field.

- For the environmental and social performance of the institution under study, they came up with an average arithmetic mean. Which indicates that the institution does not take into account in its activity to a large extent the environmental aspect and the complete absence of various studies and research in the environmental aspect. It also does not rely on a recycling policy, does not rely on technologies to reduce waste generation and emission, or even reduce the level of noise or noise generated by the use of production machinery and equipment. As well as for social functioning, the institution does not support social activities.

The second main hypothesis:

Hypothesis text: there are significant differences at the level of significance ($0.05 \geq \alpha$) between strategic intelligence and enhancing the environmental and social performance of private companies.

To answer this question, a monovariance analysis was used according to the research variables, and it was as follows:

variable	Source of variation	Sum of squares	Degrees of freedom	Mean of sums of squares	F valus	Significance value
gender	Between groups	0.201	1	0.201	0.421	0.531
	Within groups	4.774	10	0.477		
	total	4.975	11			
age	Between groups	1.698	2	0.849	2.332	0.153
	Within groups	3.277	9	0.364		
	total	4.975	11			
Years of experience	Between groups	0.003	1	0.003	0.005	0.945
	Within groups	4.972	10	0.497		
	total	4.975	11			

Source : spss programme outputs

It is clear from Table No. (03) that the value of the significance level (sig) for all demographic variables is greater than the significance level (0.05) and therefore we reject the alternative hypothesis and accept the null hypothesis, which states that there are no statistically significant differences at the significance level (0.05) in the



relationship between strategic intelligence and the environmental and social performance of the Wadi Al-Fidha Irrigation Corporation

Conclusion:

Through the study we discussed, it became clear that strategic intelligence has a role in enhancing the social and environmental performance of the Irrigation Pipes Corporation in Oued Al-Fidha, despite the fact that the corporation does not apply all dimensions of strategic intelligence in a significant and effective way, as it is a government institution whose decisions are sourced from the parent institution located in the capital. After statistical processing of the data and data extracted from the study tools and testing the validity of the proposed hypotheses, we were able to reach a set of results and some recommendations that the institution under study can benefit from:

Results of the study: the research concluded a set of results, the most important of which are:

- There is a relationship between the dimensions of strategic intelligence and enhancing the environmental and social performance of the irrigation pipes Foundation in Wadi Al-Fidha Irrigation Corporation.
- The institution in question is interested in the aspect of foresight as well as the aspect of motivation among workers.
- The irrigation Foundation is interested in the Wadi Al-Fidha Irrigation Corporation, it is interested in collecting information about the product only and does not rely on other parties to collect its information.
- The institution has a clear strategic vision, but does not rely on its own strategy, but its decisions are centralized from the parent institution.
- The irrigation enterprise does not rely too much on the partnership dimension.
- The Wadi Al-Fidha Irrigation Corporation Foundation does not pay much attention to the environmental and social aspects and what is important for the institution and the community.

Recommendations: in light of the results, the research has come up with the following recommendations:

- The possibility of applying the study in other similar institutions.
- Attention to strategic intelligence because of its moral impact on the effectiveness of decision-making
- Development and development of strategic intelligence elements because of their impact on decisions.
- Paying more attention to strategic partnerships with counterpart institutions in order to gain competitive advantages that enhance their position in the field of media, journalism and publishing. The importance of adopting creative initiatives by the employees of the institution.
- Developing the strategic intelligence elements possessed by the sample members, which helps them adopt methods in making decisions commensurate with the



situations they face, taking into account all the environmental indicators surrounding them.

- The researcher also recommends the need to pay attention to strategic intelligence for public organizations because of its impact on their organizational performance.
- The need to pay attention to the partnership element, because it helps to exchange experiences and skills between participating organizations.
- Leaders should have a vision focused on the development of the organization he leads and achieving its goals.
- The institution must apply the environmental management system to preserve the safety of the community in which it operates.
- Raising the level of environmental awareness among workers through training courses and orientation seminars.
- Business organizations should take into account their social responsibility and practice it as an integral part of their public policy.
- Social performance cannot be managed and strengthened without measurement, so business organizations need to measure social performance in order to develop and adjust it if necessary.
- Measuring and evaluating performance towards social responsibility is an explicit declaration of the organization's interest in social responsibility, and its desire to localize it at the heart of the administrative system and its general strategies. therefore, attention to the allocation of the performance dashboard towards social responsibility is very important in business organizations.

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