

# The Impact of Strategic Intelligence Practices in Achieving Organizational Excellence through Human Capital as a Mediating Variable in the Manaseer Companies Group in Jordan

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This study aimed to identify the impact of strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving organizational excellence in its dimensions (leadership excellence, service excellence, operational excellence, human excellence) through human capital as a mediating variable in the Manaseer Companies Group in Jordan. This study relied on the descriptive and inferential approach appropriate for the purposes of the study. The study population consisted of those who held leadership and supervisory positions in the Manaseer Companies Group in Jordan. A comprehensive survey method was used to collect data from the study population. A number of statistical methods appropriate for the objectives of this study were used.

This study concluded a number of results. There is a statistically significant impact of strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving organizational excellence in the Manaseer Companies Group in Jordan. There is a statistically significant impact of strategic intelligence practices in achieving organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan. Based on the results of this study, a number of recommendations were made, the most important of which is conducting studies that deal with other variables the current study did not deal with to achieve a greater understanding of the impact of strategic intelligence in achieving outstanding performance in Jordanian private sector organizations.

**Keywords: Strategic Intelligence, Organizational Excellence, Human Capital, Manaseer Companies Group.**

## 1. Introduction

As a result of the rapid changes that the business environment is currently witnessing, organizations today are moving towards keeping pace with those changes and challenges. Therefore, these organizations have adopted contemporary concepts and means, focusing in their entirety on concerning with the human element.

Any organization in the business environment is based on what human capital it has, due to its contribution to maximizing the organizational wealth. It is also considered the main factor affecting organizational excellence in its human, leadership, and service fields, which is an objective that organizations seek to achieve (Mullius, 2007).

In addition, the organizational changes imposed on their leaders to possess strategic intelligence skills, which lead to achieving their objectives and maximizing their value and competitiveness (Agha, et. al., 2015).

As the Manaseer Companies Group is one of the Jordanian organizations seeking excellence at the local

and international levels, this study aims to highlight strategic intelligence and human capital and to show their impact in achieving organizational excellence on the Manaseer Companies Group in Jordan.

## 2. Study Problem

The Manaseer Companies Group operates in a number of strategic sectors in Jordan. It seeks to promote economic and social development in Jordan. Like other companies operating in the Jordanian environment, the Manaseer Companies Group faces many challenges being put in the way of its continuation, in an environment characterized by rapid change.

Through the observations of the researcher in the Manaseer Companies Group in Jordan, he observed its ongoing endeavors to enter the competitive world to achieve organizational excellence and receive local and regional organizational excellence awards. This prompted the researcher to examine strategic intelligence and human capital together as the main variables to achieve and maintain organizational excellence in the Manaseer Companies Group. Therefore, the current study will

attempt to identify the impact of strategic intelligence practices in achieving organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan.

### 3. Study objective

The main objective of this study is to identify the impact of strategic intelligence practices in achieving

organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan.

### 4. Model:

Through the study model in Figure (1), we note that the research in this study is based on the following themes:

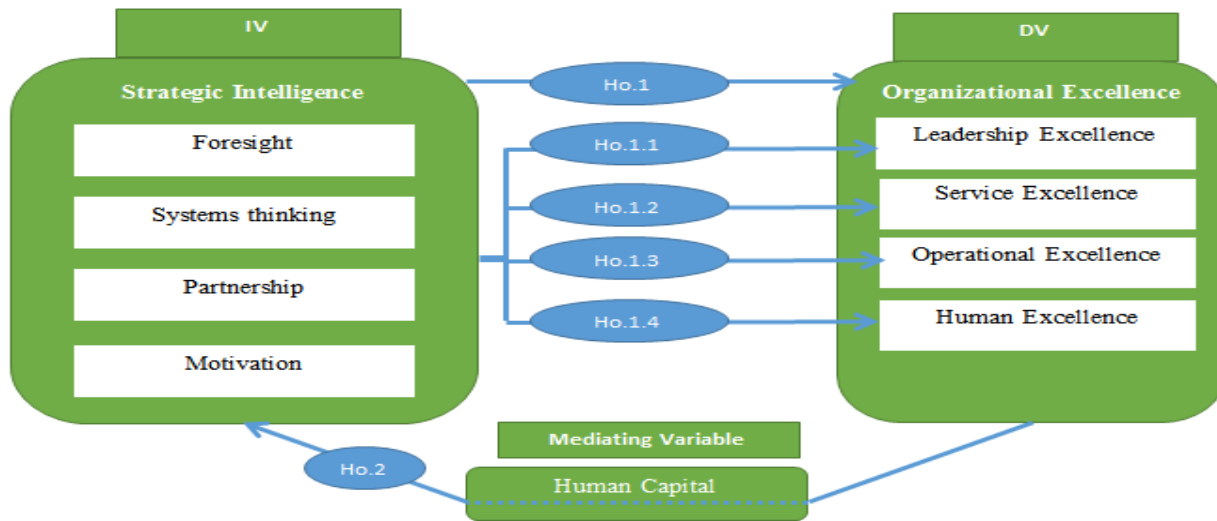


Figure (1)

Source: Prepared by the researcher with reference to the study of:

(Ershadi and Dehdazzi, 2019) (Bleaju and Capatina, 2019) (Claude and Ralph, 2018) (Jafari, et. al., 2018) (Bhardwaj and Hardeep, 2018) (Faraj, 2018) (Mitashree, 2018) (Purity, et. al., 2017) (Baei, et. al., 2017) (Ahangar, 2017) (KidaneMariam, 2016).

### 5. Study Hypotheses:

Based on the study problem and model, the following hypotheses can be formulated:

Ho.1: There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving organizational excellence in its dimensions (leadership excellence, service excellence, operational excellence, human excellence) in the Manaseer Companies Group in Jordan.

Ho.1.1: There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving leadership excellence in the Manaseer Companies Group in Jordan.

Ho.1.2: There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving service excellence in the Manaseer Companies Group in Jordan.

Ho.1.3: There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving operational excellence in the Manaseer Companies Group in Jordan.

Ho.1.4: There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving human excellence in the Manaseer Companies Group in Jordan.

Ho.2: There is no statistically significant impact at the level ( $\alpha \leq 0.05$ ) of the strategic intelligence practices in their dimensions (foresight, systems thinking, partnership, motivation) in achieving organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan.

### 6. Theoretical Framework:

#### 6-1 Strategic Intelligence

##### 6-1-1 The Concept of Strategic Intelligence

At the beginning of the twenty-first century, there was a growing concern in strategic intelligence, as large organizations began to form strategic intelligence teams in order to reach the strategic intelligence community to be able to respond to the requirements of the international community in light of globalization (Dowell, 2009). The role of the strategic intelligence director began to emerge in many organizations. The centers for strategic intelligence research were established to seek the views of the executive directors in all countries of the world. Nowadays, organizations continue to build and develop strategic intelligence by employing a number of specialists to provide and analyze information to serve as a basis for decision-making in key issues such as alliances, mergers, and product development (2007, Xu).

Alhamadi (2020) defines strategic intelligence as the strategic process of collecting and processing data and information and analyzing significant strategic information. It is linked to strategic planning and decision-making for large organizations. It is also a source of competition and administrative development for organizations. Levine, et al (2017) considers it as the application of social awareness to gain a strategic advantage, which is the ability to predict and anticipate the competitive behavior, as the greater the strategic intelligence, the more predicting the competitive behavior and deducing and anticipating its potential strategies. Duczynski and Knight (2017) define it as management used to focus on current and future products by collecting information for interested parties to take into account when making planning in order to make the appropriate change in the organization's strategies.

### 6-1-2 Objectives of Strategic Intelligence

The main objective of strategic intelligence is to develop a set of tools that have the ability to assist the organization in revealing more complex issues or obtaining more accurate information at a given time. McDowell (2009) indicates that the most important focus of strategic intelligence is on the long-term objectives of the groups, organizations, and governments, where it deals with important objectives, and comprehensive plans. Strategic intelligence aims to enable senior managers to implement laws at all organizational levels through insight and understanding of current and emerging trends as well as threats to public safety, strategies and programs. Fernandez & Marin (2015) also explain that the objective of strategic intelligence is to reduce levels of uncertainty and assurance through collecting, analyzing and disseminating information that helps in decision-making at the strategic level, and opening up space for other viable alternatives within a greater possibility of success in achieving the specified objectives in a timely manner.

### 6-1-3 Dimensions of Strategic Intelligence

Previous studies indicate that many researchers have contributed to determining the dimensions of strategic intelligence. The most frequently addressed dimensions by researchers are as follows:

**First: Foresight:** Foresight rooms are the carrying capacity that people have, allowing them to consider and foresee the future, to create a response commensurate with the possible circumstances (Fuller, et. al., 2006).

**Second: Systems Thinking:** Systems thinking is the possibility of integrating and analyzing various elements, and understanding the mechanisms of interaction, to create a system or a clear image related to these variables which are dealt with (Crowther, 2007).

**Third: Motivation:** It is one of the essential strategic intelligence elements, which the organizational leaders need to motivate employees, direct their abilities towards achieving future perceptions and vision, and transform them from being mere conceptual plans and strategies to operational procedures and methods through investigating the factors affecting the employee motivation, directing their emotions and feelings, and satisfying their needs to ensure that they complete their work to the fullest; effectively and efficiently, in a manner conducive to achieving the overall organizational objective (Shevchenko, 2019).

**Fourth: Partnership:** The partnership element is reflected in the organizational capacity to enter into strategic alliances with other organizations, through creating agreements and contracts between two or more organizations to develop a joint project or invest in business opportunities by using common resources to achieve the common objective (Al-2016, zubi).

## 6-2 Organizational Excellence

### 6-2-1 The Concept of Organizational Excellence

Nowadays, organizational excellence is one of the important tools used by modern organizations to achieve the desired organizational, and administrative changes, efficiently affect the internal processes, and effectively exploit all organizational and human capacities of the organization (Jean, et. al., 2018). Organizational excellence is a very important concept that organizations must adapt to conform to the context of the times and achieve success in today's world (Vartiak and Jankalova, 2017). David and Stanley (2020) define it as the organization's endeavors to exploit critical opportunities preceded by effective strategic planning and commitment to realize a common vision with clarity of purpose, resource efficiency and keenness on performance. Ershadi and Dehdazsi 2019 define it as an ideal model to grow

and improve the organizational performance through identifying strengths and available opportunities. Jean (2018) defines it as an organizational dimensional integrated process that includes improving the organizational performance of administrative units as well as developing their outputs in line with the latest competitive standards based on achieving savings in performance costs and methods of achieving organizational performance outputs.

### 6-2-2 Characteristics of Organizational Excellence:

The distinguished organizations are institutionally characterized by a number of important characteristics, notably the acceptance of difficult work, as its acceptance of difficult work is one of the most important sources of organizational excellence. It provides organizations with learning opportunities, rapid growth, and improvement of their operations. It also provides them with competent leadership, as competent leadership has a prominent role in encouraging excellence and enduring difficulties. The difficulties reveal the levels of the organizational capacity, as making mistakes and exposing and confronting crises contribute to the refinement and excellence of the organizational capabilities. Furthermore, the distinguished organizations possess sufficient experiences in community service, have training programs that contribute to organizational excellence, and are accurate in forecasting through choosing the best methods of performing the tasks (Grote, 2002).

### 6-2-3 Types of organizational Excellence

**1. Leadership Excellence:** senior leadership directly affects organizational excellence, by developing employee capabilities and encouraging them towards creativity and excellence. This is achieved through distinguishing the organizational leaders with leadership skills, effective work relationships, the ability to think in a renewed way away from tradition, focusing on encouraging competition among employees to obtain creative and innovative ideas, and supporting direct communications between leaders and employees. This has an impact on facilitating the process of exchanging information, coming up with effective suggestions, and devising creative solutions to the problems facing the organization (Borghii, 2013).

**2. Human Excellence:** The human element of any organization is the infrastructure, due to its contribution to the success of the organization's work, through employing their skills and abilities in their field. There is a growing concern in human resources among researchers and those interested in the field of management, by searching for the best way to benefit from human resources in achieving human well-being. It is the main component of the

organization and one of its most important objectives. It also requires the organization management to adopt strategies and policies to adapt to these challenges, to achieve its objectives through adopting successful methods such as the delegation method and allowing employees at all management levels to participate in decision-making, and abandoning routine and centralization in work to achieve organizational excellence (Cristina and Colurcio, 2006).

**3. Operational Excellence:** Organizations of all kinds and forms strive to exert efforts to achieve superiority for their products or services over the products and services of other competing organizations to gain beneficiary satisfaction. This is achieved through adopting a method that shows how their inputs are transformed into products or services achieving the desired benefits by the beneficiary customers and using effectiveness to achieve its objectives expressed in its mission, which explains the reason for its existence and the work to be implemented. The basis of organizational excellence is the view of the organization as a group of interdependent and interrelated processes, as the process is a series of activities that add value by transforming its inputs into outputs (Porter and Tanner, 2004).

**4. Service Excellence:** Those dealing with the organization, regardless of their categories, are consumers of its products and recipients of its services. When they obtain products that do not meet their aspirations, they resort to dealing with competitors to benefit from their products or services. Under the management of excellence, this is an indication of a shortcoming in the product or service. Therefore, the organization needs to adopt an action plan to correct the shortcomings or mistakes (Hughes, 2003).

## 6-3 Human Capital

### 6-3-1 The Concept of Human Capital

Researchers try to develop a comprehensive and unified definition of human capital. Due to the different points of view, Prasetyo and Kistanti (2020) define it as the capacity for innovation and flexibility the employees have in the organization and the skills they have acquired over time, creativity, knowledge of work requirements, and previous accumulated experiences. Popoola, et. al., (2019) defines it as the set of intellectual assets represented by skills, experience, and knowledge that enable individuals to lead their organizational performance successfully along with other resources.

### 6-3-2 Characteristics of Human Capital

Human capital is characterized by a number of characteristics that distinguish it from other elements of production. One of these characteristics is the

impossibility of separating human capital from its owner, as he is not only a producer of goods and services, but also a consumer. The work productivity in human capital does not depend on technical aspects only, but there are external and internal individual motivations and incentives. Human capital develops through its use and accumulated experience at work as well as training and education of all kinds. It is also subject to obsolescence and needs to be renewed. It is similar to physical capital in being an investment, accumulation, and market (Valencia, 2018).

### 6-3-3 The Importance of Human Capital

The importance of human capital is highlighted by its active role in the life of various organizations, as it is one of the most important elements of the production process. It helps in the process of innovation and creativity and thus achieves the competitive advantage of business organizations. Its importance is also reflected in being one of the important and unique sources affecting performance in business organizations, having a positive role in creating new knowledge, being an important resource that is difficult to imitate by others, having a positive role in achieving the competitive advantage of business organizations, increasing the efficiency of productive assets and the efficiency of services provided to clients, having an impact on partners and owners of new creative ideas, thus generating sufficient capital to start new projects (Al-Ma'ani and Jaradat, 2010).

## 7. Study Methodology and Design

The study relied on the descriptive and inferential approach to identify the impact of strategic

**Table (1): Descriptive Statistics Results for the Study Sample Responses to the Three Study Variables (Strategic Intelligence, Organizational Excellence, Human Capital)**

Independent Variable	Arithmetic Mean	Standard Deviation	Percentage	Degree of Importance	Rank
<b>Strategic Intelligence</b>					
Foresight	3.91	0.640	%78.2	High	3
Systems Thinking	3.86	0.653	%77.2	High	4
Partnership	3.93	0.665	%78.6	High	2
Motivation	4.01	0.601	%80.2	High	1
<b>General Index</b>	<b>3.92</b>	<b>0.514</b>	<b>%78.4</b>		<b>High</b>
Dependent Variable	Arithmetic Mean	Standard Deviation	Percentage	Degree of Importance	Rank
<b>Organizational Excellence</b>					
Leadership excellence	3.86	0.668	%77.2	High	4
Service Excellence	3.98	0.635	%79.6	High	1
Operational Excellence	3.91	0.682	%78.2	High	2
Human Excellence	3.90	0.649	%78	High	3
<b>General Index</b>	<b>3.91</b>	<b>0.591</b>	<b>%78.2</b>		<b>High</b>
Mediating Variable	Arithmetic	Standard	Percentage	Degree of	Rank

intelligence practices in achieving organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan.

### 7-1 Study Population

The study population consisted of those who held leadership and supervisory positions in the Manaseer Companies Group in Jordan.

### 7-2 Study Sample

The data was collected through a questionnaire addressed to those who held leadership and supervisory positions in the Manaseer Companies Group in Jordan using the comprehensive survey, where (281) questionnaires were answered, all valid for the purposes of statistical analysis.

## 8. Results of Data Analysis and Hypothesis Testing

### 8-1 Descriptive Statistics for the Three Study Variables

This part of the study is concerned with describing the dimensions of the independent variable (strategic intelligence), the dependent variable (organizational excellence), and the mediating variable (human capital), in order to determine the degree of the relative importance of the study sample, depending on the arithmetic mean and standard deviation of the respondents' responses and the degree of relative importance towards the dimensions of all variables shown in Table (1).

	Mean	Deviation		Importance
<b>Human Capital</b>				
<b>General Index</b>	<b>3.90</b>	<b>0.649</b>	<b>%78</b>	<b>High</b>

Table (1) shows that the motivation dimension ranked first among the dimensions of strategic intelligence, while the systems thinking dimension ranked last, as the arithmetic means ranged between (3.86 - 4.01). The overall index of strategic intelligence was (3.92) with a standard deviation of (0.514), which indicates that the degree of application of the independent variable (strategic intelligence) was high. It is observed that the service excellence dimension ranked first among the dimensions of organizational excellence, while the leadership excellence dimension ranked last, as the arithmetic means ranged between (3.86 - 3.98). The overall index of organizational excellence was (3.91) with a standard deviation of (0.591), which indicates that the

degree of the relative importance of organizational excellence was high. It is also observed that the arithmetic mean of items of the mediating variable (human capital) was (3.9) at the high level of relative importance, which indicates that the degree of importance of human capital was high.

**8-2 Hypothesis Testing**

**8-2-1 Result of Testing the Main Hypothesis (First):**

To analyze this hypothesis, a multiple linear regression test was used. Its result is shown in Table (2).

**Table (2): Results of Testing the Impact of Strategic Intelligence in its Various Dimensions on Organizational Excellence**

Dependent Variable	Model		Variance Analysis			Coefficients Table				
	R	R <sup>2</sup>	F Calculated Value	F Sig	DF	Strategic Intelligence	Std. Error	β	T Calculated Value	T Sig
<b>Organizational Excellence</b>	0.789	0.623	113.803	*0.00	4/276	Foresight	0.045	0.362	7.464	0.00
						Systems Thinking	0.041	0.139	3.039	0.003
						Partnership	0.044	0.202	4.127	0.00
						Motivation	0.048	0.265	5.378	0.00

Table (2) indicates that there is a strong relation between strategic intelligence in its dimensions and Organizational excellence in the Manaseer Companies Group in Jordan and that the strategic intelligence in its dimensions in the Manaseer Companies Group explained (%62.3) of the variance in organizational excellence. It is observed that there is a statistically significant impact of strategic

intelligence in its dimensions (foresight, systems thinking, partnership, motivation) in achieving Organizational Excellence in the Manaseer Companies Group in Jordan.

**8-2-2 Result of Sub-Hypothesis Test (First):**

To analyze this hypothesis, a multiple linear regression test was used. Its result is shown in Table (3).

**Table (3): Results of Testing the Impact of Strategic Intelligence in its Dimensions in Achieving Leadership Excellence**

Dependent Variable	Model		Variance Analysis			Coefficients Table				
	R	R <sup>2</sup>	F Calculated Value	F Sig	DF	Strategic Intelligence	Std. Error	β	T Calculated Value	T Sig
<b>Leadership Excellence</b>	0.748	0.559	87.413	*0.00	4/276	Foresight	0.055	0.330	6.291	0.00
						Systems Thinking	0.051	0.160	3.233	0.001
						Partnership	0.053	0.253	4.763	0.00
						Motivation	0.059	0.179	3.369	0.001

Table (3) indicates that there is a strong relation between strategic intelligence in its dimensions and leadership excellence in the Manaseer Companies Group in Jordan and that strategic intelligence in its dimensions explained (%55.9) of the variance in leadership excellence. It is observed that there is a statistically significant impact of strategic intelligence in its dimensions (Foresight, systems

thinking, partnership, motivation) in achieving leadership excellence in the Manaseer Companies Group in Jordan.

**8-2-3 Result of Sub-Hypothesis Test (Second):**

To analyze this hypothesis, a multiple linear regression test was used. Its result is shown in Table (4).

**Table (4): Results of Testing the Impact of Strategic Intelligence in its Dimensions in Achieving Service Excellence**

Dependent Variable	Model		Variance Analysis			Coefficients Table				
	R	R <sup>2</sup>	F Calculated Value	F Sig	DF	Strategic Intelligence	Std. Error	β	T Calculated Value	T Sig
Service Excellence	0.685	0.469	61.018	*0.00	4/276	Foresight	0.057	0.244	4.240	0.00
						Systems Thinking	0.053	0.163	3.006	0.003
						Partnership	0.056	0.154	2.647	0.009
						Motivation	0.062	0.286	4.896	0.00

Table (4) indicates that there is a strong relation between strategic intelligence in its dimensions and service excellence and that strategic intelligence in its dimensions explained (%46.9) of the variance in service excellence. It is observed that there is a statistically significant impact of strategic intelligence in its dimensions (foresight, systems

thinking, partnership, motivation) in achieving service excellence in the Manaseer Companies Group in Jordan.

**8-2-4 Result of Sub-Hypothesis Test (Third):**

To analyze this hypothesis, a multiple linear regression test was used. Its result is shown in Table (5).

**Table (5): Results of Testing the Impact of Strategic Intelligence in its Dimensions in Achieving Operational Excellence**

Dependent Variable	Model		Variance Analysis			Coefficients Table				
	R	R <sup>2</sup>	F Calculated Value	F Sig	DF	Strategic Intelligence	Std. Error	β	T Calculated Value	T Sig
Operational Excellence	0.692	0.479	63.510	*0.00	4/276	Foresight	0.061	0.366	6.422	0.00
						Systems Thinking	0.056	0.103	1.915	0.057
						Partnership	0.059	0.150	2.610	0.010
						Motivation	0.066	0.222	3.837	0.00

Table (5) indicates that there is a strong relation between strategic intelligence in its dimensions and operational excellence and that strategic intelligence in its dimensions explained (%47.9) of the variance in operational excellence. It is observed that there is a statistically significant impact of strategic intelligence in its dimensions (foresight, partnership, motivation) in

achieving operational excellence in the Manaseer Companies Group in Jordan.

**8-2-5 Result of Sub-Hypothesis Test (Fourth):**

To analyze this hypothesis, a multiple linear regression test was used. Its result is shown in Table (6)

**Table (6): Results of Testing the Impact of Strategic Intelligence in its Dimensions in Achieving Human Excellence**

Dependent Variable	Model		Variance Analysis			Coefficients Table				
	R	R <sup>2</sup>	F Calculated Value	F Sig	DF	Strategic Intelligence	Std. Error	β	T Calculated Value	T Sig
Human Excellence	0.707	0.500	69.091	*0.00	4/276	Foresight	0.057	0.355	6.350	0.00
						Systems Thinking	0.052	0.066	1.264	0.207
						Partnership	0.055	0.154	2.723	0.007
						Motivation	0.061	0.278	4.916	0.00

Table (6) indicates that there is a strong relation between strategic intelligence and service excellence and that strategic intelligence in its dimensions explained (%50) of

the variance in service excellence. It is observed that there is a statistically significant impact of strategic intelligence in its dimensions (foresight, partnership, motivation) in

achieving human excellence in the Manaseer Companies Group in Jordan.

To analyze this hypothesis, path analysis was conducted using the SPSS Amos software. Its result is shown in Table (8).

**8-2-6 Result of Testing the Main Hypothesis (Second):**

**Table (8): Results of the Path Analysis Test to Verify the Direct and Indirect Impact of Strategic Intelligence in Achieving Organizational Excellence through Human Capital as a Mediating Variable**

Dependent Variable	Chi2	Chi2/tabular	r	CMIN/DF	GFI	CFI	RMSEA	P	Variable	Effect	Indirect Effect	Total Effect
Organizational Excellence	22.665	15.057	2.833	0.975	0.983	0.081	0.004	Organizational Intelligence Human Capital	0.443	---	0.580	
								Human Capital Organizational Excellence	0.343	---	0.115	
								Organizational Intelligence Human Capital Organizational Excellence	0.565	0.152	0.717	
*CMIN: is the chi-square value. *CMIN/DF: is chi-square value correcting for sample size. This should be less than 3 in a good fitting model. *GFI: Goodness of Fit Index must proximity to 1.									* The indirect effect is by multiplying the direct effect values between variables. * RMSEA: Root Mean Square Error of Approximation must proximity to 0. * CFI: Comparative Fit Index must proximity to 1.			

$$0.237 = 0.169 + 0.700 = 0.869 \times 0.714$$

Quality Suitability Index	Goodness of Fit must Proximity	GFI
Comparative Fit Index	Comparative Fit Index	CFI
The square root of approximating mean squared error	Root Mean Square Error of Approximation	RAMSEA

Table (8) shows that the value of Chi2 (22.665) is greater than its table value (15.057), through the test (CMIN/DF = 2.833). It is statistically significant and amounted to (P = 0.004), which is less than (0.05) (Hair et.al.2018).

The results reveal that the quality fit index (GFI = 0.975) is rounded to the nearest whole number one and that the comparative fit index (CFI = 0.983) is rounded to the nearest whole number one. In addition, the root means the square error of approximation is (RMSEA = 0.081), which is rounded to the nearest zero, supporting the good approval of the model (Byrne, 2010).

It is found that the direct standardized impact of strategic intelligence towards human capital was (0.714) at the level ( $\alpha < 0.05$ ), while the direct standardized impact of human capital towards organizational excellence was (0.237), and the direct standardized impact of strategic intelligence towards organizational excellence was (0.700). The indirect standardized impact of strategic intelligence in achieving organizational excellence through human capital as a mediating variable was (0.169). Accordingly, the strategic intelligence explained (16.9 %) as an indirect impact on organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan.



Accordingly, it is found that there is an impact of strategic intelligence in achieving organizational excellence through human capital as a mediating variable in the Manaseer Companies Group in Jordan, with a total sum of (0.869) at the level ( $< 0.05$ ).

## 8. Recommendations

In light of the findings of this study, this study recommends the following:

- ✓ The surveyed company should adopt a new and effective thinking approach that improves the way it sees the events more clearly.
- ✓ The surveyed company management should search for companies at the local and regional levels in order to make strategic alliances that contribute to strengthening its position and improving its performance.
- ✓ The surveyed company management should continue to encourage employees to compete in

order to provide further performance achievements.

- ✓ The leaders in the surveyed company should continue to create a culture of excellence and spread the values of quality in performance.
- ✓ Following up on the best services offered by other companies in order to be adopted as well as improving the services provided to customers.
- ✓ Holding training programs and workshops for employees in the surveyed company and encouraging them to learn everything new in their professional field.
- ✓ Conducting studies dealing with other variables the current study did not deal with to achieve a greater understanding of the impact of strategic intelligence in achieving outstanding performance in Jordanian private sector organizations.

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