

# The impact of Competitive Intelligence on Organizational Change: The Moderating Role of Strategic Ambidexterity in Jordan Telecom Group (Orange)

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## Abstract

The aim of the research is to identify the impact of Competitive Intelligence (CI) on Organizational Change (OC) through Strategic Ambidexterity (SAM) in Jordan Telecom Group (Orange) "JTG". The study followed descriptive analytical approach and simple random sample was adopted. The research population consists of (242) individuals who represent the senior level management in JTG. The appropriate sample size for the population was (149) members and in order to ensure population representation, (200) questionnaires were distributed by e-mail. Number of (165) questionnaires were retrieved. The data was statistically dealt with by using the Statistical Package of Social Sciences (SPSS). The results of the research showed that there is a significant impact of CI with its dimensions on OC with its combined dimensions at level ( $P \leq 0.05$ ) at JTG in Jordan; there is a significant impact of CI with its dimensions on OC with its combined dimensions moderating by SAM at level ( $P \leq 0.05$ ) at JTG in Jordan. Finally, the researcher has provided the following recommendations: the need for JTG to urge its experts to search for the latest technologies to respond to changes in the surrounding environment, attract new customers, maximize market share, and adopt strategic planning tools to identify threats.

**Keywords:** Competitive Intelligence, Organizational Change, Strategic Ambidexterity, Jordan Telecom Group (orange).

## الملخص

هدف البحث إلى التعرف على أثر الذكاء التنافسي على التغيير التنظيمي من خلال البراعة الإستراتيجية في مجموعة الاتصالات الأردنية (أورانج)، وقد استخدم المنهج الوصفي التحليلي، وإعتمد العينة العشوائية البسيطة. تكون مجتمع البحث من (٢٤٢) إداري يمثلون الإدارة العليا في مجموعة الاتصالات الأردنية (أورانج)، وبلغ حجم العينة المناسب للمجتمع (١٤٩) إداري، ولضمان استرداد اكبر عدد من الاستبانات التي تم توزيعها فقد تم توزيع (٢٠٠) استبانة بواسطة البريد الإلكتروني حيث تم إسترداد (١٦٥) استبانة. لقد عولجت البيانات إحصائياً باستخدام الحزمة الإحصائية للعلوم الاجتماعية (SPSS). وقد بينت نتائج البحث وقد أظهرت نتائج الدراسة أنه يوجد اثر ذو دلالة إحصائية عند مستوى معنوية ( $\alpha \leq 0.05$ ) للذكاء التنافسي بأبعاده (الذكاء التكنولوجي، وذكاء المنافس، وذكاء الزبون، وذكاء التحالف الاستراتيجي) على التغيير التنظيمي بأبعاده مجتمعة في مجموعة الاتصالات الأردنية (أورانج) في الأردن، كما وأظهرت نتائج الدراسة انه يوجد اثر ذو دلالة إحصائية عند مستوى معنوية ( $\alpha \leq 0.05$ ) للبراعة الاستراتيجية في تحسين العلاقة ما بين الذكاء التنافسي بأبعاده (الذكاء التكنولوجي، وذكاء المنافس، وذكاء الزبون، وذكاء التحالف الاستراتيجي) على التغيير التنظيمي بأبعاده مجتمعة في مجموعة الاتصالات الأردنية (أورانج) في الأردن، وأخيراً يقدم الباحث التوصيات التالية: ضرورة قيام مجموعة الاتصالات الأردنية (أورانج) بحث خبرائها في البحث عن أحدث التقنيات للاستجابة للتغيرات في البيئة المحيطة، وجذب عملاء جدد، و تعظيم حصتها في السوق، واعتماد أدوات التخطيط الاستراتيجي لتحديد التهديدات.

## 1. Introduction

It is no longer hidden from anyone the fact related to the size of the tremendous developments and the rapid successive changes that business organizations face in their dynamic environment, which create great pressure on organizations to keep pace with these rapid changes that plague the business world in order to ensure success and continuity in success taking into consideration the extreme competition among business organizations in how to obtain, analyze, evaluate and manage information-this is actually the CI- so as to offer pioneering products that achieve a sustainable competitive advantage for these organizations (Hamid & Ibrahim, 2019).

In the same context, Hassan & Ibrahim (2019) emphasize that in order for the organization to stay and continue in a fierce competitive environment, it must obtain important and valuable information that enables it to make appropriate changes in its infrastructure, organizational structure, financial systems and its manners of dealing with its customers by exploiting and building on the existing resources, processes and procedures and exploring the opportunities in its external environment.

A quick comparison between the private sector and the public sector reveals that in the private sector there is always a risk of the emergence of new competitors in global markets; while for the public sector, governments try to manage demands that their income exceeds their expenditures to improve the quality of life. Yet, organizations tending to progress, grow, develop and aspire to become more Profitable, efficient and sustainable, must strive to implement new ideas successfully (Taleb, 2017).

Fozan (2015) refers to the term "gigantic" represented by the emergence of global institutions and conglomerates in addition to the presence of multinational companies, and that the internationalization of markets and globalization have produced continuous radical changes and unprecedented competition in business environments. Globalization, the communications revolution and the tremendous and rapid technological advancement cast a shadow in the formation of a strong and intense competition between business organizations, so that it becomes very difficult for organizations to maintain a competitive advantage.

In order to maintain a competitive advantage in these organizations in the midst of this chaotic atmosphere of fierce competition, the leaders of these organizations must fully understand the qualities of intelligence available in their organizations, in the competing organizations, and in the external environment in which the organization is present (Soumeya & Ismail, 2019) to conduct the needed changes. In order for this change to happen, it requires firstly creating the culture of change that entrenches the concept of radical change that affects human resources, the core competencies of workers, organizational policies, and the behavior of the leader who plays an important role in bringing about success regardless of the difficulties facing the organization such as competition challenges, achieving excellence, enhancing competitiveness and raising the level of the provided service. In order to realize the importance of information about competing

organizations in the business environment and how to obtain such information, benefit from it and manage it in making the required change, the idea of this research came to clarify the impact of CI on OC in JTG.

**2. Importance of the Study:** the importance of the study lies in two aspects, as follows:

- **Theoretical Aspect:** the study derives its importance from the importance of the investigated variables as CI is one of the newly fastest growing topics in the business world today as it represents one of the main aspects of business intelligence and therefore it was necessary to demonstrate the impact of CI on OC in light of the moderating role of SAM in JTG.

In addition, the importance of this study stems from explaining the impact of CI in enhancing the organization's ability to change its structures in order to achieve a competitive advantage and enable it to face competitive challenges in the business environment.

As the population of this research is JTG, which is dynamic and pioneering in using the latest technologies relying on exploiting its existing competencies, systems and resources and exploring the opportunities and threats in the external environment, we also firmly realize the great importance of the topic of this study.

- **Practical Aspect:** the researcher looks forward that the results of this study will contribute to giving decision-makers in JTG a scientific evaluation of the level of the impact of CI on OC in light of the moderating role of SAM, and then these results can be used to provide recommendations that highlight the importance of the studied variables for JTG which is supposed to contribute in improving the level of OC that JTG applies effectively, whether it is a change in the organizational structure, a change in technology, or a change in human resources.

### **3. Study Problem**

The problem of the study lies in the OC and the extent to which CI can impact the OC in JTG.

Due to the fact that contemporary business organizations operate in a changing environment, it has become imperative for these organizations to keep pace with this change, as change is a continuous and renewed process carried out by individuals supported by the higher management in those organizations. Therefore, in order for the organizations to perform well, the OC process must be effective; otherwise the management fails in achieving its goals.

Therefore, CI is of utmost importance in providing an important future management tool for the organization by providing information and predicting the changes that may occur and directly affect the plans, policies, programs and strategies of the organization.

The researcher realized the significance of studying the impact of CI on OC with the presence of SAM as a moderating variable in JTG due to the vital role this company plays in Jordan especially with the increasing needs of people for the telecom operators in their day-to-day life in the different aspects.

Based on the above, the problem of the study can be formulated by the following main question: What is the impact of CI on OC with the presence of SAM as a moderating variable in JTG?

### **4. Questions of the Study**

Depending on the main question: "What is the impact of CI on OC with the presence of SAM as a moderating variable?" the following sub-questions can be asked:

- What is the reality of CI and its relative importance in JTG?
- What is the reality of OC and its relative importance in JTG?
- What is the relative importance of SAM JTG?
- Is there an effect between CI and OC in JTG?
- Is there an effect for SAM between CI and OC in JTG?

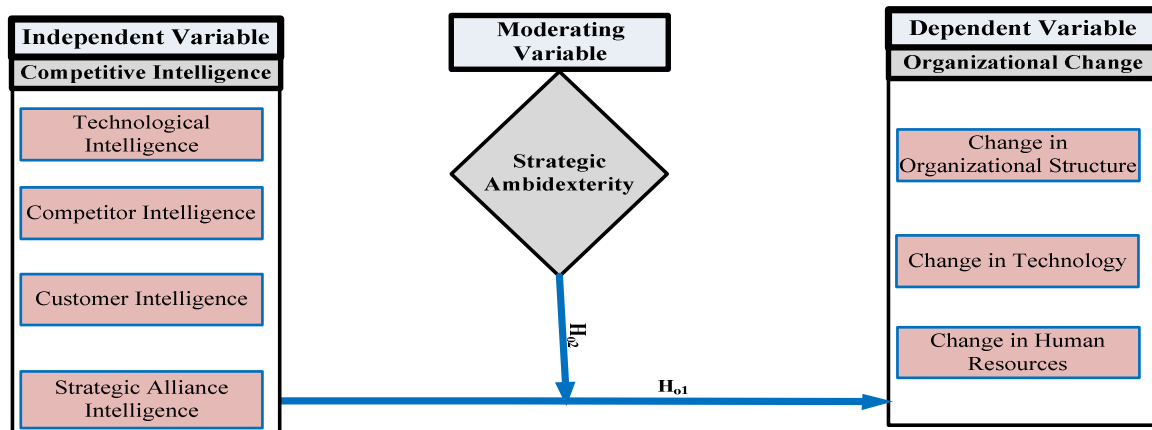
### 5. Study Hypotheses

**H<sub>01</sub>:** "There is no significant impact of Competitive Intelligence with its dimensions on Organizational Change with its combined dimensions at level ( $\alpha \leq 0.05$ ) in Jordan Telecom Group (Orange) in Jordan".

**H<sub>02</sub>:** "There is no significant impact of Competitive Intelligence with its dimensions on Organizational Change, moderating by Strategic Ambidexterity at level ( $\alpha \leq 0.05$ ) in Jordan Telecom Group (Orange) in Jordan".

### 6. Model of the Study

Figure No. (1) the model of the study



Source: developed by the researcher based on the following sources:

**The independent variable:** We have relied on the following references: (Hamid & Ibrahim, 2019; Maune, 2019; Poblano et al., 2019; Soumeiya & Ismail, 2019).

**The dependent variable:** We have relied on the following references: (Al-Omari, 2017; Aujla & Mclarney, 2020; Hassan & Ibrahim, 2019; Rahman & Hadi, 2019; Latrash & Al-Alwani, 2018).

**The moderating variable:** We have relied on the following references: (Egelhoff, 2020; Duval, 2016; Zhang et al., 2017; Lavie et al., 2010).

### 8. Previous Studies

- **Aujla and Mclarney (2020):** The Effects of OC on Employee Commitment.

This research aims to study the impacts of OC on employee commitment in large multinational companies. The researchers have used OC as an independent variable and employee's commitment as a dependent variable. The research reviewed the best business practices used by organizations to set the stage for high levels of employees' commitment to OC. These were a hierarchy of needs and were defined as psychological needs, feeling safe, social needs,

appreciation and respect, self-fulfillment and harmony between work and life. The conclusions of the research are: the OCs will have negative and positive impacts on the commitment of employees in multinational companies. The recommendations of the research are: it is important for organizations to prepare for employees' reactions and to build early on the employee's commitment by building a relationship with the employee.

- **Egelhoff (2020):** How a Flexible Matrix Structure Could Create Ambidexterity at the Macro Level of Large, Complex Organizations Like MNCs.

This research aims to explore and further develop the proposed relationship between a flexible matrix structure and organizational ambidexterity. The researcher has used flexible matrix structure as an independent variable and organizational ambidexterity as a dependent variable. This research was initially conducted with semi-structured interviews of relevant managers in firms with matrix structures, and not with survey research. The results of the research are: Managing the balance between exploitation and exploration at the macro level of large, complex firms is a daunting challenge. The recommendations of the research are: the alternative suggested for addressing the information-processing problem is for firms with matrix structures to mobilize the much greater information-processing capacities of the matrix hierarchies.

- **Hamid and Ibrahim (2019):** The relationship between CI and entrepreneurial performance mediating strategic vigilance: a field study of a sample of private colleges in Iraq.

This research aims to shed light on the relationship between CI and entrepreneurial performance of Iraqi private colleges in Baghdad. The researchers have used CI as an independent variable and the entrepreneurial performance as a dependent variable with the presence of the strategic vigilance as a mediating variable. The sample of the research targeted (10) of the Iraqi private colleges, which formed a total of (133) members of the faculty council in the researched colleges. The research adopted the descriptive approach. The conclusions of the research are: the existence of correlations and influences for CI and strategic vigilance in entrepreneurial performance. The recommendations of the research are: the college should allocate a specific budget for CI activity and not consider the return generated from this activity in the short term.

- **Hassan and Ibrahim (2019):** CI and its Impact on OC. Analytical study at the Ministry of Science and Technology, Department of Industrial Research and Development.

The research aims to identify CI and OC and to study the impact of CI on OC. The researchers have used CI as an independent variable and OC as a dependent variable. The questionnaire was distributed to the sample members, who are (20) managers in the Industrial Research and Development Department. The SPSS statistical program was used. The conclusions of the research are: The Department of Industrial Research and Development was able to use CI to achieve OC. The recommendations of the research are: encouraging the practice of CI within the researched ministry by improving treatment methods between employees and setting general goals.

- **Poblano et al. (2019):** Effect of CI on innovation capability: An exploratory study in Mexican companies.

This research aims to present an investigation using the structural equation modeling methodology to identify factors of intelligence, and to assess their relative importance and their relationships with the innovation capacity of Mexican companies. The researchers used CI as an independent variable, the ability to innovate as a dependent variable, and knowledge management as a mediating variable. Statistical analyzes are performed using Minitab v.17, SPSS v.22 and Amos v.22. The questionnaire was applied to a sample of 40 participants. Then, the questionnaire was given to 214 engineers from 32 national automobile and electronics companies. The conclusions of the research are: CI has a positive impact on knowledge management. The recommendations of the research are: the results obtained are valuable and they can be used to conduct future studies in this regard.

- **Maune (2019):** CI as a game changer for Africa's competitiveness in the global economy.

The research aims to develop a conceptual framework that enhances the competitiveness of Africa by making use of its untapped natural resources, the intelligence of human capital, the young population and the vast virgin land. The researcher used CI as an independent variable and competitiveness in African countries as a dependent variable. This research is based on philosophical design, literature study and intellectual analysis without using experimental methods (qualitative or quantitative). The conclusions of the research are: this conceptual framework will act as a catalyst for the adoption of CI by African countries to improve their performance in the global economy. The recommendations of the research are: the adoption of other research methods to measure the impact of CI on competitiveness in Africa.

- **Rahman and Hadi (2019):** Does Organizational Culture Matter in OC? Transformational Leadership and Cynicism About OC.

The research aims to study the effect of organizational culture on OC. The researchers have used “The impact of organizational culture” as an independent variable and “OC” as a dependent variable. This research was based on the philosophical design, the study of literature and the intellectual analysis without using experimental methods through reviewing the previous literature. The conclusions of the research are: the ability of leaders to understand the personality of employees to support them in facing OC. The recommendations of the research are: in order to reduce the feeling of optimism and frustration, this could be achieved through motivating employees, sharing information with them, and making them aware of their important role in the OC process.

- **Soumeya and Ismail (2019):** The Role of CI in Creating a Competitive Advantage: Empirical Study of Algeria Telecom Mobilis.

This research aims to clarify the role of CI in achieving a competitive advantage at the level of the Algerian Mobile Phone Company (Mobilis). The researchers used the role of CI as an independent variable and the competitive advantage as a dependent variable. The researchers have used the descriptive statistical approach. The research sample consists of employees of Mobilis Corporation (ATM). A random sample of 40 employees was selected. The conclusions of the research are: there is a positive impact of CI on creating a competitive advantage. The

recommendations of the research are: the need to conduct customers' behavior surveys to accurately determine their needs and desires.

- **Latrash and Al-Alwani (2018):** OC and its impact on employees' performance - An exploratory study on employees of the Sijico Economic Corporation in Skikda.

The research aims to know the impact of OC on the performance of workers in the Sijico Economic Corporation in Skikda. The researchers have used OC as an independent variable and the performance of workers as a dependent variable in the Sijico Economic Corporation in Skikda. The study included all employees of the institution. The size of the population was estimated at the whole 31 workers. The conclusions of the research are: there is a correlation between OC and the performance of employees. The recommendations of the research are: the necessity to work on change in the organizational structure and make it flexible and far away from stagnation.

**Al-Omari (2017):** The Impact of OC on Organizational Excellence: An applied study in the Saudi private sector.

The research aims to identify the impact of OC on organizational excellence. The researcher used OC as an independent variable and organizational excellence as a dependent variable. The population is represented in all the large Saudi business establishments in Riyadh which are (708) institutions. The size of this sample is (384) individuals. The conclusions of the research are: there is a statistically significant impact of the factors of OC on organizational excellence. The recommendations of the research are: business organizations in Riyadh should maintain the culture of change and organizational excellence by providing the opportunity for workers to participate in the change process.

**Zhang et al. (2017):** Configurations of Innovations across Domains: An Organizational Ambidexterity View.

This research aims to investigate how firms simultaneously balance exploration and exploitation across two critical domains, namely technology innovation and market innovation. The researchers have used innovation configurations as an independent variable and the firm performance as a dependent variable with the presence of differentiation and low cost advantages as mediating variables. A random sample of 600 firms located in the Bohai Economic Development Delta of China was selected. The results of the research are: this study reveals how configurations affected firm performance by examining the mediating effects of differentiation and low-cost advantages. The recommendations of the research are: managers should undertake both exploration and exploitation and avoid pure strategies.

**Duval (2016):** Organizational Ambidexterity and the Management Accountant: A Review.

This research aims to explain the nature of the conflicts which can arise when organizations attempt to support both explorative and exploitative strategies. External environment dynamism, and competitive environment dynamics, together with three additional moderating factors represent the triggers stimulating an organization to choose ambidexterity. The three additional moderators are the specific market orientation of the firm, its resource endowment, and its scope. The results of the research are: understanding the essential drivers delivering the respective

explore and exploit outcomes facilitates development of key performance indicators specific and relevant to each capability. The recommendations of the research are: the practicing management accountant will possess several insights necessary for ensuring that resources are appropriately allocated to each capability.

**Lavie et al. (2010):** Exploration and exploitation within and across organizations.

This research aims to review the growing literature on exploration and exploitation, discuss various perspectives, and raise conceptual. The researchers studied the relation between context, conduct, and performance implications associated with exploration and exploitation. The researchers also elaborated on the notion of balance between exploration and exploitation. The results of the research are: exploration and exploitation are expected to produce distinctive benefits, although supporting evidence has been scarce. The recommendations of the research are: future research may need to identify equivalent domains in the intra-organizational context.

## **9. Competitive Intelligence:**

- **Competitive Intelligence Concept:** it is a systematic methodological process, including planning, collection and analysis of information about the external environment with respect to the opportunities and challenges facing the Organization to help it make the strategic decision to weaken the advantage of competitors. CI constitutes the most important key input to assist in the strategic planning process by providing important complex, evaluated, analyzed and processed information that is the basis for the strategic information management process associated with the organization's strategies (Hassan & Ibrahim, 2019).

Le Bon (2014) defines CI as the ability to understand the interrelationships between presented facts in a way that directs the work toward the desired goal. He asserts that if information leads to knowledge, then intelligence leads to work, as CI allows companies to anticipate potential opportunities among themselves because knowledge is in the market and the market is abroad

According to Poblano et al. (2019), CI can be defined as a systematic effort that ethically targets specific and timely goals to collect, synthesize and analyze relevant information related to competition, markets and the external environment in order to produce actionable information that can provide a competitive advantage.

CI is defined by Soumeiya and Ismail (2019) as an environmental scanning system that works to solidify the knowledge of all employees within the organization and which works to help the organization to monitor its competitive environment.

Hassan and Ibrahim (2019) indicate that CI is a philosophy, a process, and an intelligence; a philosophy in terms of the mechanism, method, and means of obtaining information, and a process because it is a system / methodological systems based on studied scientific foundations in extracting, classifying and analyzing information in order to benefit from it, and it is intelligence because CI simply differs from other concepts of intelligence (affective, emotional) where they are behavioral subjects, whereas CI is a systematic intelligence process.

The role of CI has begun to increase in business environments, but there are those who confuse CI with economic espionage as economic espionage is illegal and immoral, CI is legal and ethical and is closely related to the scope of the organization's strategy (Maune, 2019).

Furlonger and Uzureau (2019) argue that business leaders bear a great burden in facing the challenges that their organizations face by other organizations, and this pushes them to exchange ideas, collect information, and also collect CI.

Le Bon (2014) highlighted some of main challenges facing CI in the organization: first, facilitating the permanent internal flow of intelligence that can be communicated to the appropriate recipients, and secondly the ability to explain the relationships between raw intelligence materials such as questions, ideas, hypotheses, and information thus enhancing the decision-making process.

Hamid and Ibrahim (2019) refer to the four main stages of the CI process, namely: planning, which can be defined as determining the type of information that the organization needs; compilation, this stage includes the collection of primary data based on the stage of planning and this data is collected from public sources that include databases, books, periodicals, and magazines, etc.; the analysis, with the availability of information, the critical and most difficult stage ever begins. Although it is a stage based on logic, those who perform the analysis are required to develop alternatives and potential scenarios, develop smart expectations and potential results; and finally publish: this stage entails communicating the results of analysis to the concerned managers to take appropriate decisions.

Dimensions of CI:

- **Technological Intelligence:** Soumeya and Ismail (2019) define Technological Intelligence as the activities that may support decision-making in relation to technology management concerns by making use of timely preparation of information related to technological facts and trends of opportunities and challenges in the organization's environment.

Skills are not embodied in our minds only, but in our bodies as well. All of these skills are demonstrated through years of experience and comprehensive practice. Deep intelligence (Leonard et al., 2015) is the undocumented intelligence built into the head of the expert and the organization wants it and wants to keep it.

The ability of business organizations and digital platforms' providers to take advantage of their operations that are based on the amount of data they collect from customers to be a source for Artificial Intelligence algorithms is what determines and strengthens the ability of these organizations to compete and what will make the competitiveness expand among organizations. This from one side; from the other side, technology can disrupt the sources of value through which business organizations have historically reaped their profits and also indicate that technological obsolescence can lead to jobs' obsolescence and lack of hiring in future job opportunities on the one hand, and on the other hand it can lead to the opposite of this, as technological progress can improve these issues. Digital transformation has become an urgent necessity in the industries and this provides a reliable and predictable flow of information. The technology designed for centralized construction cannot be used to achieve decentralization and this is to confirm the fact that organizations can choose to go north or north-east, but these two directions are not equivalent in terms of opportunities (Furlonger & Uzureau, 2019).

As is well known, innovations contribute to the advancement and distinction of organizations. Innovations lead to changes in the technology used. Vigilant organizations seek to make technological changes continuously, and smart organizations seek to monitor the technologies used in the surrounding environment, track new innovations, and then they decide on the technology that they include in their facilities and activities. There is no doubt that technological intelligence contributes to improving performance, supports investment projects, and encourages Research and Development processes (Hassan & Ibrahim, 2019).

- **Competitor's Intelligence:** is a fundamental pillar of business organizations in determining their strategies in their competitive environment. Competitor's intelligence provides accurate and important information about the market and the competitors surrounding the organization, and

this information is very important especially for marketing managers in organizations as it enables them to formulate their marketing plans regarding pricing, promotion and distribution, as well as with regard to sales' force and competitors' movements (Middleton, 2014).

Competitor's Intelligence also provides important information to the organization about existing strategic alliances, and this information will direct the organization to how to avoid the risks of these existing alliances in the market. The information provided by CI helps to monitor new innovations and leading products in the market and this will motivate organizations to reframe its strategic plans towards the market, products and the environment as a whole. Among the most important objectives of competitor's intelligence is that it helps the organization to predict market changes as well as it assists the organization in identifying its competitive advantage which would lead the organization to precedence (Hassan & Ibrahim, 2019).

Soumeya and Ismail (2019) highlight that Competitor's Intelligence is related to gathering information about competitors' current and future activities, and this in turn leads to development in the competitive strategy according to changes in the structure of competitors.

- **Customer's Intelligence:** How can business organizations correctly practice their commercial activities in order to introduce and launch their products and obtain profits without knowing what their customers' needs and requirements are? There is no doubt that the fate of the organization that does not understand the requirements of its customers is a complete failure before it even begins. This is because the organization should use its intelligence experts to investigate the needs, desires and requests of its customers, then it collects, structures, classifies, analyzes and exchanges this information about its customers with the concerned organizational units in order to work on providing those needs, thus getting a head of its competitors, retaining its customers and earning their loyalty and affiliation. Accordingly, the concept of customer intelligence can be defined as a systematic methodological process related to collecting, classifying and analyzing information related to current and potential customers and determining their requests and expectations from the organization (Hassan & Ibrahim, 2019).

According to Soumeya and Ismail (2019), Customer Intelligence relates to the process and mechanism of collecting, analyzing and exploiting the information related to the company's customer base.

- **Strategic Alliance Intelligence:** Hassan and Ibrahim (2019) indicate that Competitor intelligence provides accurate information about the market and competitors such as the knowledge of the policy of integrations and strategic alliances existing in the markets to reduce their risks. The intelligence of the strategic alliance relates to the monitoring and investigation of the organization for all kinds of strategic alliances that take place in the external environment such as merger, acquisition or partnerships, which enable the organization to form a clear picture of the external environment including weak institutions or companies that have been acquired by competitors or strong competing institutions that have made acquisitions in the market, where Partnerships are being formed with these powerful companies and capitalized on their capabilities, which contributes, for example, to reducing Research and Development costs and benefiting from its vast experience. In general, this intelligence helps the organization to improve its overall performance and helps managers to make the right strategic decisions and ensure the loyalty of customers.

It is imperative to realize that there is no direct relationship between revenue and money spent on CI. Rather, it is almost impossible to determine the amount spent on CI and the revenue that the company earns, it is exactly like the relationship between the expenses that the organization spends on advertising for the purpose of promoting its products and the profits that are obtained,

yet we can understand the origin of the difficulty in persuading the top-level management in the organization to agree on the amount allocated for CI; also, this issue can be viewed from the angle related to how much the organization will lose when the company does not have effective CI; the loss of any bid or delay in launching a new product might be as a result of inaccurate information about competitors' actions or customers' desires. The goal of CI is to understand the competitiveness of the surrounding environment by observing events, trends, and customers' desires in order to be able to make relevant strategic decisions (Poblano et al., 2019).

#### **10. Organizational Change:**

The concept of organizational change: it is defined by Al-Omari (2017) is making adjustments in the objectives and policies of the management or in any other element of the organizational work with the aim of creating the adaptation of the conditions of organization, the management methods of work and the management's activities with the new changes and conditions in the surrounding environment.

Latrash and Al-Alwani (2018) define OC as "the radical or gradual transition from the current situation to a new situation that differs from the previous situation, or from the existing situation, the change may also include improving or developing the nature of the business and activities pertaining to the organization in order to better achieve the established goals. During the change process carried out by the organization, negative impacts are felt by the employees, and in return, there are positive effects of the OC process that cast its shadow on the employees. Tension, anxiety and instability are considered among the negative impacts that the change process causes for employees, and these may have direct repercussions on the employee's health and also negatively affect the quality of the work performed in addition to fundamental changes in the employee's daily habits. It is important to know that these challenges and problems cause suffering and distress throughout the implementation of the OC process. As for the positive effects, the employees who are more committed to the organizations in which they work, deal better with the stress and psychological pressure caused during times of OC.

In this regard, Johnson (2019) confirms that the employees' positive view and their full understanding of OC make them ready to transform this OC into success and thus this increases the degree of their job satisfaction and raises their motivation to work in addition to their commitment to the work, and this in turn pushes organizations to make greater efforts in evaluating the feelings, emotions and attitudes of their employees towards the organization and its managers and to enhance these values through training, developing their capabilities and paying attention to their demands and being close to them.

Change is always vital to happen in business organizations. OC can be explained simply as a new idea or new processes that the organization introduces to its employees or customers, and accordingly, the organization while making this change is targeting to match the demands of its internal and external customers. This OC constitutes a great and important opportunity for managers in business organizations to involve employees and include them in the change process because excluding them yields to the failure to implement the change process. The existence of positive relationships that brings together employees with their managers ensures that employees support the initiative of the OC and ensures its successful implementation. It is important to note

that managers in the organization have a major role in managing OC effectively in order to avoid negative factors that affect employees' commitment during the change process; among these negative factors are the lack of job-security feeling, the loss of belonging to the organization and the unwillingness to come to work, and this in turn leads to an increase in the employee's absence from his work, as he begins to question the nature of his relationship with the organization during the period of implementing the change. In this regard, these OCs come as a result of the internal and external changes. Regarding the external changes, they are those that occur in the external environment of the organization, such as laws enacted by the government, legislations, and changes that occur in the external markets. As for internal changes, they are related to internal recruitment procedures in the organization. On the other hand, it can be seen that the effects of change processes in the organization vary from one organization to another depending on the size of the organization and on the field of the organization's work as well (Aujal & Mclarney, 2020).

Kegan and Lahey (2016) refer to the importance of OC, whether for the organization or for the employees. OC is a necessity for the organization to continue to survive, progress, and keep pace with all the developments taking place, and it is important for employees in terms of providing them with new skills as a result of this change as well as the consequences of their job roles in terms of enrichment, developments and progress.

One of the biggest harmful mistakes occurs when the organization undoubtedly is sure that it must change but it did not conduct this action at the due time till it suddenly faces the moment at which the change has become mandatory to be conducted, but unfortunately it is too late to do so and this brings the ultimate pain (Christensen et al., 2019).

Rahman and Hadi (2019) state that the process of change is considered a cultural criterion in the organization because during the process of change, all members of the organization are expected to be open to these changes and to respond positively to these changes and not to mock, disdain, or underestimate these changes.

### **Dimensions of Organizational Change**

- **Change in Organizational Structure:** The process of change in the organizational structure includes changes in the specializations and responsibilities at various administrative levels within the organization, for example change in tasks is considered one of the most powerful ways to implement OC because of its ease of application; it includes merging or reducing certain jobs, either for their similarity or for their repetition. It may require the closing of some administrative units due to the uselessness of their existence at a certain stage of time, and it may require the creation of administrative units. Moreover, the change in organizational structure encompasses also changes in the distribution of authorities and making the necessary adjustments to ensure increased production and keep abreast of developments in the external environment; also changes within organizations include means of coordination, communication patterns, hierarchical levels, and information systems, all of this takes place with mandate of the top management down to the lower management levels (Hassan & Ibrahim, 2019).

In the same context, Al-Omari (2017) confirms that a change in tasks through a change in duties, responsibilities and job description can achieve a sustainable competitive advantage for the organization as this change in tasks leads to organizational excellence and precedence over the other organizations.

Latrash and Al-Alwani (2018) assert that the organizational structure is one of the features of successful business organizations and it provides the possibility that this organizational structure responds to the changes taking place and listens to the workers' suggestions and ideas and allows for informal groups within the organization in contrast to the rigid organizational structure that restricts the freedom of workers and does not allow them to express their opinions and suggestions, which is negatively reflected on their performance, productivity, and yields to their low morale, and also leads to frustrating them and stifling their creativity and innovation.

- **Change in Technology:** The change in technology includes the change in the methods of performing the activities in the organization and the use of modern technological methods such as computers, digital communication networks, devices and equipment. This change in technologies would lead to accessing information easily in a shorter time and would lead to the development of knowledge and experience through the use of this modern technology (Hassan & Ibrahim, 2019).

Latrash and Al-Alwani (2018) assert that the change in technology by using modern devices, equipment and methods is considered an essential gain and an added value in all the organization's operations; on the one hand, modernizing work mechanisms and conducting the task-performance methods based on modern technology eliminate the routine and monotony in performing the tasks, and on the other hand, reduce the costs as it is possible by introducing the machines to dispense manpower.

While Al-Omari (2017) goes towards more specificity as he sheds light on the use of the Internet and communication networks in connecting workers regardless of the work site, and this will facilitate the life of workers to accomplish their tasks, increase the productivity, raise the efficiency and develop the performance.

Al-Zoubi and Al-Taie (2013) attribute many innovations and inventions to modern technology and they confirm that the profitability of the organizations from products is much greater in their early stages and then this profitability begins to gradually decline as a result of the growing competition.

- **Change in Human Resources:** The specialists in management and the business world all agree that human resources are the most important assets in the organizations and are worthy of attention, care and permanent development (Radwan, 2012).

Hassan and Ibrahim (2019) declare that the human element is considered a fundamental pillar in the OC. The workers' acceptance of the change and their involvement in the process of change are decisive factors in the success of the process of the OC because changing the behavior, the attitudes, and the perceptions of the employees is not an easy matter. The fate of each of the designed structures, the entrusted tasks and the used technology will be catastrophic failure if the

condition of employees' acceptance of this change, their satisfaction about it, and their participation in its processes are not fulfilled.

The change in human resources includes two important aspects: the first aspect is the material change and the second aspect is the qualitative change. With regard to the material aspect, it includes layoffs, reducing employees' number, or carrying out a replacement process, as a result of the OC process that calls for dispensing and eliminating administrative units or merging some administrative units with each other because the tasks performed are similar. As for the qualitative aspect, it is related to working on changing the behavior of workers and working to change their personalities in order to keep pace with the requirements and conditions of the change that the organization intends to do and this would improve the performance of the employees and increase their loyalty and belonging to the organization (Al-Omari, 2017).

Latrash and Al-Alwani (2018) refer to three approaches to making change in individuals, as individuals are the backbone of business organizations due to the amount of skills, knowledge and experiences that these human resources possess; these three approaches are: First, replacement of the current workers with more efficient workers; the second approach is to train the current workers in order to equip them with the necessary skills and this matter is not limited to training only, but it also includes workshops, lectures, development and conferences. As for the third approach, it is the gradual selection of new workers under carefully prepared conditions and criteria.

## **11. Strategic Ambidexterity:**

- **Origin of the word:** Originally, Ambidexterity as a Latin acronym is composed of two words: Ambos which means both and Dexter which means right. Then Ambidexterity which was used for the first time in organizations in 1976 means the ability of using simultaneously both the right and left hands equally well; yet, this implies being efficient enough in using the existing resources, capabilities, competences, processes and systems plus to be adaptive to the rapid external surrounding changes (Duval, 2016).

- **Definitions:** Zhang et al. (2017) define Ambidexterity as being adept in conducting the balance between exploitation and exploration. Exploitation refers to the improvement of the existing products, processes, market segments, capabilities and resources while Exploration refers to searching for new opportunities, alternatives, technologies, customers, developing and adopting new products, procedures and systems as a result of adapting to the environmental changes and markets.

Lavie et al. (2010) highlight that Exploitation builds on enhancement and refinement on the existing knowledge, productivity and efficiency compared to exploration which requires searching for new opportunities, conducting experimentation, and deploying new knowledge.

In brief, Duval (2016) states that undertaking both activities by the organization, i.e., exploitative and explorative activities simultaneously, results in having ambidextrous organization.

While Egelhoff (2020) asserts that Ambidexterity which will not be imperative in the stable and non -changing environment, refers to the capacity and ability of the organization to efficiently

manage its set of businesses of today but being alerted and keeping open eyes carefully on the surrounding environment with all its opportunities and threats. In other words, the organization should be able to survive and maintain its competitive position in the short run and in the long run. Long run requires the organization to be adaptive to the continuous changes occurring in the environment; yet not succeeding in the short run, the organization will not be successful in the long run.

- **Relations between Exploitation and Exploration:** Exploration yields to exploitation at the end because when the organization explores new knowledge and technology and then deploys that for the first time then, the successive times of using this technology and benefiting from this knowledge constitute the adoption of exploitative activities because simply this is associated with exploitative routines, familiarization and repetitions. At the same time, a two-sided important and debatable matter is raised: from the one side, the issue of deployment of either exploitative activities or explorative activities excels the organization's combination of these two types of activities. On the other side, conducting both explorative and exploitative activities simultaneously, results in leveraging the performance of the organization (Lavie et al., 2010).

According to Egelhoff (2020), Ambidexterity that relies on the exploration strategies (that build on the possibilities which lie out of the existing knowledge) and exploitation strategies (which are based on existing knowledge) cannot survive if both strategies are not implemented in spite of the fact that implementing explorative activities and exploitative activities within the same organization is difficult.

Zhang et al. (2017) consider that achieving the said balance between the two branches of SAM as a dilemma and the difficulty of doing so is due to the huge differences in the corresponding managerial manners for each, purposeful exerted efforts for each and the specific administrative routines of each. Yet, a domain separation is a solution that is research-based by which the practice of explorative activities is performed in one domain while the practice of exploitative activities is deployed in another separate domain.

## **12. Methodology of the Study**

- **Population of the Study:** the study population comprises the members of the senior management in JTG which includes (242) members as reported by Human Resources Director in JTG to the researcher.

- **The Sample of the Study:** the sample representing the population of (242) members is (149) members according to the sample table based on the permissible margin of error of (5%) A simple random sample was adopted (Sekaran & Bougie, 2016). To ensure population representation, the researcher decided to distribute (200) questionnaires, and thus a number of (165) questionnaires were retrieved out of these (200) questionnaires that were distributed.

- **Unit of Analysis:** the sampling and analysis unit for this study consists of the senior management in JTG.

## **13. Statistical treatment**

- **Descriptive Statistics of Model Variable:** this part of the study represents the descriptive measure of respondents' attitudes toward the variables of the study, which include CI, OC and

SAM. Table (1) shows the mean, standard deviation, rank and level of relative importance for all variables and their sub dimensions.

Table (1) Means, Standard Deviation and Relative Importance for the variables of the study

#	Items	Mean	SD	Rank	Level
1	Technological Intelligence	4.082	0.732	2	High
2	Competitor's Intelligence	3.950	0.639	3	High
3	Customer's Intelligence	4.099	0.630	1	High
4	Intelligence of Strategic Alliance	3.738	0.674	4	High
Competitive intelligence		3.968	0.559	High	
1	Change in the Organizational Structure	4.069	0.589	2	High
2	Change in technology	4.160	0.609	1	High
3	Change in human resources	3.724	0.653	3	High
Organizational Change		3.984	0.548	High	
Strategic Ambidexterity		4.001	0.642	High	

Table (1) indicates that respondents' attitudes were towards high level of importance for all variables. CI was with a mean of (3.968), and a standard deviation of (0.559); all sub dimensions of CI were highly important; Customer's Intelligence was with the highest mean (4.099), while Intelligence of Strategic Alliance was with the lowest mean (3.738). Also, OC was with a mean of (3.984), and a standard deviation of (0.548), all sub dimensions of OC were highly important, Change in technology was with the highest mean (4.160), while Change in human resources was with the lowest mean (3.724). Moreover, SAM was with a mean of (4.001), and a standard deviation of (0.642).

- **Reliability Tests:** to test the reliability of the study tool, Cronbach's Alpha was used and the results revealed that the Cronbach's alpha coefficient was (0.973) for all items, and the values of ( $\alpha$ ) range from (0.759 to 0.953), which highlights that the questionnaire is reliable. The values of ( $\alpha$ ) of the variables of the study are shown in Table (2) as follows:

Table (2) Reliability Tests of model variables

Variable	No. of Items	Reliability Coefficient ( $\alpha$ )
Technological Intelligence	5	0.924
Competitor's Intelligence	5	0.883
Customer's Intelligence	5	0.827
Intelligence of Strategic Alliance	5	0.850
Competitive intelligence	20	0.939
Change in the Organizational Structure	5	0.850
Change in technology	5	0.879
Change in human resources	5	0.759
Organizational Change	15	0.917

Strategic Ambidexterity	12	0.953
General Rate	47	0.973

- **Multicollinearity Test:** to test the existence of multicollinearity phenomena between model variables, Pearson correlation coefficients were calculated between independent (predictor) variables. The results of testing multicollinearity between independent variables are explained by correlation matrices and VIF test as shown in Table (3) as follows:

Table (3) Correlation matrix for predictor variables

	<i>Technological Intelligence</i>	<i>Competitor's Intelligence</i>	<i>Customer's Intelligence</i>	<i>Intelligence of Strategic Alliance</i>
Technological Intelligence	1.000			
Competitor's Intelligence	0.583**	1.000		
Customer's Intelligence	0.631**	0.693**	1.000	
Intelligence of Strategic Alliance	0.462**	0.637**	0.603**	1.000

(\*\*) Significant at 0.01

Table (3) shows that the maximum value of correlation coefficient occurred between (*Customer's Intelligence*) and (*Competitor's Intelligence*), otherwise the values were less than or equal to (0.693), which means there were no perfect relationship between variables. In the statistical literature, the value (0.80) and more is considered as an indicator of multicollinearity existence (Gujarati, 2004, 359). To ensure the above result, variance factor inflation (VIF) was calculated, the results are shown in Table (4) as follows:

Table (4) VIF for independent variables

Variable	VIF	Tolerance
Technological Intelligence	1.867	0.536
Competitor's Intelligence	2.664	0.375
Customer's Intelligence	2.854	0.350
Intelligence of Strategic Alliance	1.963	0.510

Table (4) shows that all VIF values were greater than (1) and less than (5). This gives an evidence that there is no multicollinearity between independent variables (Gujarati, 2004).

- **Hypotheses Testing:** this part of study explains hypotheses testing, where multiple regression analysis was applied for the first main hypothesis, where the second main hypothesis is tested by the Hierarchical regression. The results were as following:

**The First Main Hypothesis H<sub>01</sub>:** There is no significant impact of Competitive Intelligence with its dimensions on Organizational Change with its combined dimensions at level ( $P \leq 0.05$ ) in Jordan Telecom Group (Orange) in Jordan.

Table (5)\* Regression result of first main hypothesis H01

<i>R</i>	<i>R</i> <sup>2</sup>	<i>F</i>	<i>Sig F</i>	<i>Regression Coefficients</i>				
				<i>Independent variable</i>	$\beta$	<i>Std. error</i>	<i>T</i>	<i>Sig t</i>
<b>0.774</b>	<b>0.599</b>	<b>59.845</b>	<b>0.000</b>	<i>Technological Intelligence</i>	<b>0.155</b>	<b>0.050</b>	<b>3.106</b>	<b>0.002</b>
				<i>Competitor's Intelligence</i>	<b>0.120</b>	<b>0.066</b>	<b>1.816</b>	<b>0.071</b>
				<i>Customer's Intelligence</i>	<b>0.305</b>	<b>0.068</b>	<b>4.503</b>	<b>0.000</b>
				<i>Intelligence of Strategic Alliance</i>	<b>0.177</b>	<b>0.055</b>	<b>3.204</b>	<b>0.002</b>
<b><i>Dependent variable: Organizational Change</i></b>								

\*Significant at 0.05 level.

The model summary table reports that R Square, the coefficient of determination is ( $R^2 = 0.599$ ) which means that (59.9%) of the variation in (OC) is explained by the model.

While ANOVA (F-test) tests the acceptability of the model from a statistical perspective, and it is a useful test of the model's ability to explain any variation in the dependent variable (OC). The significance value of the F statistic ( $F=59.845$ ) is ( $Sig F = 0.000$ ) which is less than (0.05), which ensures the significance of regression.

Moreover, the coefficients of the regression line states that the (*Technological Intelligence*) has a significant effect on OC, where the value of the coefficient equals (0.155) with ( $t= 3.106$ ) and ( $Sig t =0.002$ ) which is less than (0.05) which proves the significance of this coefficient; then (*Competitor's Intelligence*) has not significant effect, where the coefficient equals (0.120) with ( $t= 1.816$ ) and ( $Sig t =0.071$ ) which is greater than (0.05) which proves the insignificance of this coefficient. Then, for (*Customer's Intelligence*), where the coefficient equals (0.305) with ( $t= 4.503$ ) and ( $Sig t =0.000$ ) which is less than (0.05), which proves the significance of this coefficient. As for (*Intelligence of Strategic Alliance*), it has a significant effect, where the coefficient equals (0.177) and it is significant with ( $t= 3.204$ ) and ( $Sig t =0.002$ ).

This leads to reject the null hypothesis and accept the alternative one that states: "There is a significant impact of Competitive Intelligence with its dimensions on Organizational Change with its combined dimensions at level ( $P \leq 0.05$ ) in Jordan Telecom Group (Orange) in Jordan".

**The Second Main Hypothesis:  $H_{02}$ :** "There is no significant impact of Competitive Intelligence with its dimensions on Organizational Change, moderating by Strategic Ambidexterity at level ( $P \leq 0.05$ ) in Jordan Telecom Group (Orange) in Jordan".

Table (6)\* Hierarchal regression results of the second main hypothesis H02

<i>Independent variables</i>	<i>First Step</i>			<i>Second Step</i>		
	$\beta$	<i>t</i>	<i>Sig t</i>	$\beta$	<i>t</i>	<i>Sig t</i>
<i>Technological Intelligence</i>	<b>0.155</b>	<b>3.106</b>	<b>0.002</b>	<b>0.089</b>	<b>1.983</b>	<b>0.049</b>
<i>Competitor's Intelligence</i>	<b>0.120</b>	<b>1.816</b>	<b>0.071</b>	<b>0.024</b>	<b>0.388</b>	<b>0.698</b>
<i>Customer's Intelligence</i>	<b>0.305</b>	<b>4.503</b>	<b>0.000</b>	<b>0.126</b>	<b>1.967</b>	<b>0.051</b>
<i>Intelligence of Strategic Alliance</i>	<b>0.177</b>	<b>3.204</b>	<b>0.002</b>	<b>0.088</b>	<b>1.772</b>	<b>0.078</b>
<b><i>Strategic Ambidexterity</i></b>				<b>0.494</b>	<b>7.160</b>	<b>0.000</b>
<b><i>R</i><sup>2</sup></b>	<b>0.599</b>			<b>0.697</b>		
<b><math>\Delta R^2</math></b>	<b>0.599</b>			<b>0.098</b>		
<b><math>\Delta F</math></b>	<b>59.845</b>			<b>51.268</b>		

<i>Sig Δ F</i>	<i>0.000</i>	<i>0.000</i>
<i>Dependent variable: Organizational Change</i>		

\*Significant at 0.05 level.

Table (6) above shows two models of hierarchical regression: the results of the first step explore that (CI dimensions) aggregated have a significant effect on (OC), based on value ( $\Delta F = 59.845$ ) with ( $\text{Sig } \Delta F = 0.000$ ) which is less than (0.05). Moreover, ( $R^2 = 0.599$ ) shows that (59.9%) of variation of (OC) can be explained by (CI dimensions). In the second step, the explained variation has increased by (9.8%) after adding (SAM). This additional percentage was significant based on value of ( $\Delta F = 51.268$ ) with ( $\text{Sig } \Delta F = 0.000$ ) which is less than (0.05). Also, the coefficient value of (SAM) is ( $\beta = 0.494$ ) with ( $t = 7.160$ ) and ( $\text{Sig } t = 0.000$ ), and this gives an evidence that the effect of (SAM) is significant on the relationship between (CI dimensions) and (OC).

This leads to reject the second null hypothesis, and accept an alternative one which states: “There is a significant impact of Competitive Intelligence with its dimensions on Organizational Change, moderating by Strategic Ambidexterity at level ( $P \leq 0.05$ ) in Jordan Telecom Group (Orange) in Jordan”.

**14. Results:** based on the analysis of the study data and the results of the hypotheses, the study reached several results, as follows:

There is significant impact of CI with its dimensions on OC with its combined dimensions at level ( $P \leq 0.05$ ) in JTG in Jordan, It was consistent with the results of the study of Aujla and Mclarney (2020), Hamid and Ibrahim (2019), Hassan and Ibrahim (2019).

There is a significant impact of CI with its dimensions on OC, moderating by SAM at level ( $P \leq 0.05$ ) in JTG in Jordan, it was consistent with the results of the study of Egelhoff (2020), Poblano et al. (2019), Latrash and Al-Alwani (2018).

**15. Recommendations Accordingly:** recommendations were made to develop the OC in JTG in Jordan, as follows:

The necessity for JTG to urge its experts to search for the latest technologies to respond to changes in the surrounding environment, to attract new customers, to maximize its market share, and to adopt strategic planning tools to identify threats.

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