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The impact of human resources management strategies on organizational intelligence, an exploratory study of the opinions of a sample of academics at Tikrit University Iraq

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Abstract
The current research aims to measure the impact of human resources management strategies in its dimensions (job analysis, planning, training and development) on organizational intelligence, by measuring the impact of human resources management strategies on organizational intelligence at Tikrit University in Iraq, and by using the descriptive analytical approach, The questionnaire tool was applied to a sample consisting of faculty members at Tikrit University, which included 334 people. Using statistical tests in statistical programs (Spss v.26 and AMOS v.24), the study concluded: There is a statistically significant effect between human resource strategies on intelligence. Organizational organization at Tikrit University. Therefore, the model that represents the relationship between human resources management strategies and organizational intelligence at Tikrit University is a good model.

Keywords: Human resources management strategies, organizational intelligence

Introduction

Human resources management strategies are one of the important functions in all business organizations, as these strategies carry out many tasks, activities and actions that will provide good, qualified human resources suitable for the needs of current and future organizations, which are supposed to be able to contribute to achieving their goals with all skill and effectiveness. In light of the great technological progress that has occurred in the business world in the recent era, organizations have become operating in a highly competitive environment and uncertain conditions, which in turn has led business organizations to search more widely for ways to deal with these conditions and how to identify the extent of competitors' capabilities and the market needs of goods and services. Organizational intelligence has become a necessary requirement, For most organizations to be able to keep pace with technological and competitive developments, organizational intelligence involves the extent of the organization's ability to adapt and deal with new conditions in its business environment and the extent of its ability to confront or outperform its competitors. It has become necessary for organizations to be able to predict and prepare early for future changes in their own environment. Which makes the tasks and activities of human resources management strategies in business organizations more complex and advanced and in need of a large number of data and information that helps these organizations resort to making decisions in a way that supports and achieves the goals that they seek to achieve through managing their human resources in a manner, Optimally, in order for organizations to accomplish these tasks and activities, human resources management needs a strategic view and application to activate its various activities and operations, so that its making of the various and required decisions is based on clear and accurate data, information, and statistics that are available upon request, in light of the rapid developments, intense local and global competition, and the expansion of many Organizations and the spread of their human resources in more than one country and region around the world have become obligatory for human resources management to develop the required and necessary strategies for recruitment, planning, recruitment, evaluation and management.

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The first section: Research methodology

1. Research problem

Business organizations, regardless of their activities and work, seek to enhance and consolidate the concepts of organizational intelligence in their programs and the possibility of applying them to meet the challenges and difficulties facing business organizations. Therefore, the researcher found that shedding light on the study of these variables enhances the understanding of the concept of human resources management strategies and their impact on organizational intelligence both in Organizations and removing the confusion that covers them. Therefore, the need arose to employ human resources management strategies in organizations because of the role that these strategies can play in improving overall performance, and this matter, in turn, has benefits for the organization in general, and the research has shed light on these variables, and the problem is represented by:

Search for the answer to the following main question

Is there an impact of human resources management strategies on organizational intelligence?

2. The importance of research

The importance of this research stems from the vital impact in enhancing human resources management strategies in the main organizational intelligence that led to exciting changes in the work environment. The importance of the research lies in the following:

1. Know the extent of the impact of human resources management strategies.
2. Adding modest knowledge in the field of (human resources strategies and organizational intelligence) and highlighting the most prominent contributions of researchers in this topic.
3. The current research contributes to achieving the theoretical framework of previous studies as well as contributing to determining their directions.
4. 4.The importance of this research is crystallized through the practical conclusions that will be presented that diagnose the actual reality and proposals that contribute to supporting the relationship between (human resources strategies and organizational intelligence).
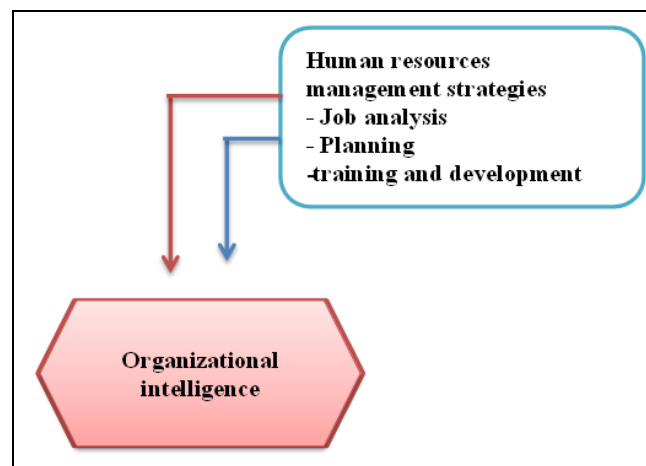
3. Research objectives

The main objective of the current research is to identify strategies for human resources management, through organizational intelligence. The research aspires to achieve the following sub-objectives:

1. Identifying strategies through organizational intelligence in the field investigated at (University of Tikrit).
2. Highlighting the role of human resource management strategies and practices and their impact on organizational intelligence at Tikrit University
3. Identify the influence and correlation relationships between current research variables.

4. Research hypothesis outline

The research adopted a hypothetical plan in light of the contents indicated in the current research problem and the directions of its objectives and as part of its attempt to translate the research problem into procedural variables. It adopted a plan that links the independent variable (human resources management strategies) with its dimensions on the dependent variable (organizational intelligence) Figure (1).

Source: Prepared by the researcher

Fig 1: Relationship between human resources management strategies and organizational intelligence

5. Research hypotheses

In order to achieve the research objectives and choose its hypothetical scheme, the researcher relied on the following main hypotheses:

The main hypothesis: There is no statistically significant effect of human resources with its strategic dimensions on organizational intelligence, and the following sub-hypotheses branch out from it:

- **The first sub-hypothesis:** There is no statistically significant effect (of job analysis) on organizational intelligence.
- **The second sub-hypothesis:** There is no statistically significant effect (planning) on organizational intelligence.
- **The third sub-hypothesis:** There is no statistically significant effect (training and development) on organizational intelligence.

6. Research limitations

1. **Spatial boundaries:** The spatial boundaries are represented by Tikrit University in Iraq.
2. **Time limits:** The time period required to collect data and investigate information for the research, which started from the month of (August, 2023) until (October, 2023), in addition to personal interviews.

7. Research population and sample

1. The study population. The number of teachers at Tikrit University is (3111) male and female teachers with various scientific titles distributed among the university's colleges, which number (22) colleges in various scientific fields.
2. Study sample. A sample of (334) teaching staff were selected from those with academic titles: assistant teacher, instructor, assistant professor, and, professor from Tikrit University.

Descriptive statistics for demographic and individual variables for the research sample

Descriptive statistics for the research sample according to gender:

The researcher calculated the frequencies and percentages in the questionnaire for the sample members according to the gender variable, as shown in the following table:

Table 1: Distribution of the personal and functional characteristics of the research sample members (N=334):

Gender	Duplicates	Percentage %
Male	226	67.7%
Feminine	108	32.3%
Total summation	334	100%
Age	**Duplicates**	**Percentage %**
40 years or less	122	36.5%
From 41-50 years old	178	53.3%
51 or more	34	10.2%
Total summation	334	100%
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40 years or less	122	36.5%
From 41-50 years old	178	53.3%
51 or more	34	10.2%
total summation	334	100%
Degree	**Duplicates**	**Percentage %**
Assistant teacher	78	23.3%
Teacher	56	16.8%
Assistant Professor	138	41.3%
Professor	62	18.6%
Total summation	334	100%
Years of Experience	**Duplicates**	**Percentage %**
10 years and less	59	17.7%
From 11 – 20 years	152	45.5%
More than 20 years	123	36.8%
Total summation	334	100%

Source: This data was prepared by the researcher based on the results of the statistical program analysis

1. **Gender:** The majority of workers are male (67.7%), compared to females (32.3%). This indicates that the organization in question assigns administrative job positions to males in a greater proportion than to females.
2. **Age:** It was found that the largest portion of the sample was in the age group (50-41 years), with a percentage of (53.3%), followed by the age group (40 years) with a percentage of (36.5%), and the age group (51 years and over) with a percentage of (10.2%). Finally, the age group came from the total members of the sample studied, and this result indicates that most of the sample members in the organization studied are confined to the categories (41-50 years and over) with a total percentage of. (334).
3. **Academic qualification:** It was found that the majority of the sample members held the title of assistant professor, as their percentage reached (41.3%), followed by the title of assistant teacher (23.3%), followed by the title of professor (18.6%), and finally the title of teacher (16.8%).
4. **Number of years of experience:** The results showed that the years of experience are (11-20 years) respectively, followed by (45.5%) for those whose years of service are more than (20 years), their percentage is (36.8) and finally for those who have experience (10 years or more). (17.7) the second section: The theoretical framework of the research.

First: Human resources management strategies
1. The concept of human resources management strategies: Defining human resources management strategies in general as a set of plans, methods, and tactics that aim to improve the performance and management of the organization's workforce. These strategies include many different aspects of human resources management, and aim to achieve the organization's goals and ensure the effective use of the workforce. It is a set of policies and programs that aim to motivate employees and enhance the spirit of initiative and creativity, by providing inspiring incentives and opportunities for professional advancement and personal development. It also focuses on setting individual goals and providing periodic feedback, which enhances continuous development and motivates the individual to provide the best performance. (Holbeche 2022) [10].

2. The importance of human resources management strategies
Human resources management strategies are necessary for many reasons related to achieving the organization's goals and developing its performance, and among those reasons we mention the following:
Human resources management strategies help achieve the organization's goals by directing and developing the work force in a manner consistent with the organization's vision and goals and contribute to improving the efficiency and effectiveness of work through developing skills. And the capabilities of employees and ensuring their harmony with the needs of the organization and helps in involving employees in innovative and development processes. It helps in enhancing creative thinking and innovation within the organization and participates in improving employee satisfaction and enhancing the working environment. It leads to improving the continuity and effectiveness of work and works to develop and enhance the individual skills and capabilities of employees, (Jabbar, 2023) [1], human resources management strategies help in achieving the organization's goals by directing and developing the work force in a manner consistent with the vision and goals of the organization and contribute to improving the efficiency and effectiveness of work by developing the skills and capabilities of employees and ensuring their harmony with the organization's needs and helping to involve employees in operations. Innovative and developmental, (Greer, 2021) [11].

3. Stages of forming human resources management strategies
Defining the organization's mission and requirements
This stage includes understanding the nature of the organization's work and the goals it seeks to achieve. This understanding is considered essential for determining human resource needs and required skills, as the vision and mission are analyzed to ensure their compatibility with the capabilities of available human resources, and analyzing human resource needs plays a role. It is key in determining how the organization can achieve its goals, and after defining the vision and mission comes the role of formulating human resources strategies, as a clear understanding of the organization's vision and mission is the basis for directing the processes of developing human resources strategies. These strategies can include improved recruitment, training, and leadership development" (Al-Mohammed, 2010) [2].
1. **Environmental analysis:** This analysis includes studying external factors that affect the organization,

such as legal legislation, new technologies, and economic trends, which helps identify potential challenges and opportunities that must be faced. In the context of human resources management, environmental analysis is concerned with examining how external factors can affect human resource needs. Such as employment, training, and skills development needs, and this analysis can help direct strategies towards keeping pace with environmental changes and taking advantage of available opportunities" (Mohammed, 2022) [8].

2. **Formulating and composing a human resources strategy:** In this stage, leaders and the human resources management team transform the vision and goals into implementable actions and programmes. Then, work begins by identifying the most important unique features and challenges facing the organization in its internal and external environment. This requires a deep understanding of economic, social and organizational factors. Which may affect the performance of human resources, and this step includes formulating strategies for human resources management functions and practices, which must develop recruitment procedures. Effective and improving internal processes to enhance the effectiveness of the team. This stage is also concerned with developing and enhancing the skills and capabilities of employees, as this is done through implementing training and development programs to enhance their competencies and make them ready to face future challenges" (Rizkallah and Masak, 2017) [3].

3. **Developing strategies for human resources management functions and practices:** This stage includes "the main aspects of defining responsibilities and authorities for each function within the organization and developing human resources management practices that enhance communication, motivate employees, and enhance innovation and creativity. This includes evaluating employee performance, developing leaders, and motivating the team." To achieve its goals, in addition to identifying training needs and providing the necessary training to develop the skills and knowledge necessary to achieve the goals, this helps in making human resources management strategies an integrated and effective part in achieving the organization's goals and improving its performance" (Hassan, 2019) [6].

4. **Implementing the human resources strategy:** In this fifth stage, plans and strategies are transformed into actual work, so that there is a great focus on implementing the steps and initiatives that were planned in the previous stages. This stage comes with the need to organize and coordinate the team's efforts and motivate employees to achieve Objectives of the organization: It is necessary, above all, to allocate the necessary resources to implement plans. This includes providing an appropriate budget and directing teams and individuals to carry out tasks. Leaders must also, continue to communicate with team members to ensure effective coordination and overcome any potential challenges, and then evaluate implementation progress periodically. This means monitoring the team's performance and verifying the extent to which the set goals have been achieved, and in the event of any challenges or stumbles, the necessary measures must be taken to correct the course and ensure the continued achievement of the goals" (Aqili, 2005) [4].

4. Dimensions of human resources management strategies.
A. Strategic job analysis: The job analysis strategy is considered one of the basic elements in human resources management, as it contributes significantly to understanding and analyzing job requirements within the organization, as this represents a strong basis in forming work policies and making strategic decisions related to human resources through dismantling and analyzing jobs. The organization can also determine the skills and experiences necessary to ensure effective performance, in addition to the possibility of identifying training and development needs. The job analysis strategy also provides an understanding, In-depth analysis of job requirements and contributing to improving human resources recruitment and skills development in a sustainable manner. In this context, we will review in more detail how the job analysis strategy can be an essential pillar for achieving human resources goals and enhancing the organization's performance. (Al-Ghanimi, 2016) [7].

B. Planning strategy: This strategy represents a systematic and systematic process to identify and meet the organization's workforce needs in an effective and time-efficient manner, and its main goal is to ensure the availability of a sufficient number of employees with appropriate competencies, in order to ensure the achievement of the organization's objectives and achieve a balance between supply and demand in the labor market." (Jawda, 2014) [5], and the essence of the planning strategy is completed in the careful analysis of the organization's needs for employees in the future, by examining the internal and external conditions of the organization, as this analysis provides a better understanding of the future challenges and potential opportunities that may affect the workforce, and after determining the needs. The organization: Detailed action plans are formed to achieve a balance between the number and required competencies, as this strategic direction for human resources is compatible with the goals and strategies of the organization, which contributes to building a strong base for developing and improving work performance (Nawangsari, et al., 2023) [12].

C. Training and development strategy: The human resources training and development strategy is the comprehensive and planned approach adopted by the organization to enhance and develop the skills, capabilities and knowledge of its employees. This strategy focuses on making fundamental decisions that affect the long term with regard to developing the performance and development of employees in the organization (Duvall, 2020) [20]. Training strategy is a thoughtful and systematic plan designed to identify training needs and direct learning and skills development processes within an institutional or organizational framework. This strategy aims to achieve specific goals to develop and improve the performance of the individual, team, or organization in general, (Adula, et al., 2023) [13].

Second: Organizational intelligence
1. The concept of organizational intelligence: The ability to collect and use information effectively in order to achieve

the organization's goals, in addition to the ability to understand organizational processes and internal and external interactions in a way that enables the organization to successfully achieve its goals. They consider that organizational intelligence requires strategic thinking and careful planning to achieve sustainable success. (Cavas, 2020) [14], that organizations operate in dynamic environments where change is continuous, as organizational intelligence allows companies to anticipate changes and quickly adapt to new conditions and exploit emerging opportunities, which enhances their flexibility and competitiveness, (Cheng, *et al*., 2020) [15].

2. The importance of organizational intelligence:
Organizational intelligence helps improve the distribution of resources, by providing insights into the use of resources and performance in various functions and departments. This ensures the efficient distribution of resources to projects and initiatives that yield the highest returns. It enhances the culture of innovation by encouraging the exchange of ideas, knowledge, and best practices. Across the organization, this enables teams to collaborate more, identify new opportunities, and develop innovative solutions to challenges. Organizational intelligence can also effectively monitor performance. This allows them to identify areas that need improvement, track progress toward goals, and take corrective measures when the need, (Bankins, S., *et al*., 2024) [16], Regulatory intelligence helps organizations better identify and mitigate risks by providing insights into potential risks and vulnerabilities. This allows them to proactively manage risks and ensure business continuity. Regulatory intelligence can better understand customer needs and behaviors, and this insight allows companies to design their products, services, and experiences to meet. Customer expectations, leading to higher levels of satisfaction, (Kucharska & Bedford, 2023) [17]

3. Levels of organizational intelligence: Understanding the levels of organizational intelligence is essential in studying organizational effectiveness and improving the performance

of institutions, and accordingly, the levels that make up organizational intelligence can be determined as follows (Liebowitz. J, 2019) [18]:

- **Operational intelligence:** Refers to the organization's intellectual ability to perform daily operations efficiently and effectively. These operations include organizing work, managing resources, and implementing policies and procedures.
- **Creative intelligence:** It focuses on the factors that encourage innovation within the organization and contribute to achieving stability and sustainable development. Creative intelligence includes creating a work environment that encourages innovative thinking and innovation and stimulates the adoption of new ideas to improve services.
- **Innovative intelligence:** Represents the practical embodiment of innovation within the organization, and relies heavily on technological development and strategic planning. Innovative intelligence aims to develop and implement new and innovative ideas that contribute to achieving change and development within the organization, whether this is in developing new products, new processes, or new strategies. These types of organizational intelligence interact with each other to comprehensively enhance the organization's performance and achieve its goals. Effective success in organizational work requires a good balance between these different types of intelligence and exploiting them effectively to achieve success and continuity in the market. (Aktas-Polat, 2022) [19].

The third topic: the field framework of the study
1. Describe and diagnose the independent variable (human resources management strategies)
The independent variable of the study (human resources management strategies) in the questionnaire includes three implicit dimensions, as the researcher used the electronic computer to extract the arithmetic mean, standard deviation, coefficient of variation, and importance index, and the results were as shown in Table. (2).

Table 2: The arithmetic mean and standard deviation for the phrases of the axis (Job Analysis Strategy).

General trend	Ranking	Standard deviation	Arithmetic mean	Paragraph	
Totally Agree	1	0.831	4.27	The administration seeks to provide more resources and support to implement job analysis strategies at the university.	Q5
Agree	2	0.709	4.13	The use of job analysis contributes to developing the skills and capabilities of university employees.	Q4
Agree	3	0.648	4.01	The university works to provide training and workshops to its employees on job analysis.	Q2
Agree	4	0.876	3.94	The job analysis strategy helps improve work performance and the effectiveness of university administration.	Q1
Agree	5	0.907	3.73	The management uses the job analysis strategy as a tool to develop and improve the rewards and promotions system at the university.	Q3
0.794	0.794		4.01	The overall measure of the job analysis strategy axis	

Source: Prepared by the researcher based on the outputs of the SPSS V.23 program

The previous table shows that the degree of agreement among sample members for all statements of the job analysis strategy scale is (4.01), which indicates the presence of awareness and a high degree of agreement towards it, as
The largest average within this axis is for the statement (5Q), which expresses "the administration seeks to provide more resources and support to implement job analysis

strategies at the university" with a value of (4.27). It is followed by the statement (Q4) which expresses "The use of job analysis contributes to developing the skills and capabilities of employees at the university" with a value of (4.13). Statement Q2) which states that "The university works to provide training and workshops for its employees on job analysis" with a value of (4.01), followed by statement (Q1) which expresses "The job analysis strategy

helps improve work performance and the effectiveness of university administration" with a value of (3.94). The smallest mean within this axis was for the phrase (Q3, which expresses "the administration's use of the job analysis strategy as a tool for developing and improving the rewards and promotions system at the university" with a value of (3.73). The overall arithmetic mean for the job

analysis strategy axis reached a value of (4.01) and a standard deviation of (0.794), which indicates the presence of homogeneity in the research sample's answers.
Table (3) shows the arithmetic mean, standard deviation, coefficient of variation, and importance index for all items of the first dimension, after conducting statistical analysis of the data collected through the questionnaire.

Table 3: The arithmetic mean and standard deviation for the (planning strategy) axis expressions.

General trend	Ranking	Standard deviation	Arithmetic mean	Paragraph	
Agree	1	0.669	4.11	Good planning of human resources enhances the university's performance in various fields.	Q2
Agree	2	0.746	3.93	We will be the university that adopts a planning strategy for human resources that is more competitive in the labor market.	Q5
Agree	3	0.907	3.92	Human resources planning helps improve employee satisfaction at the university.	Q3
Agree	4	.9930	3.91	Human resources planning is necessary to achieve the goals of the university institution.	Q1
Agree	5	.8210	3.88	The use of strategic human resources planning can increase the efficiency of university management.	Q4
agree		0.827	3.95	Overall measure of the planning strategy axis	

Source: Prepared by the researcher based on the outputs of the SPSS V.23 program

It is clear from the previous table that the degree of agreement of the sample members for all statements of the planning strategy axis scale is (3.95), and their agreement is considered moderate to high in relation to the average value, which indicates the presence of awareness and a high degree of agreement towards it, as:
The largest average within this axis is for the statement (2Q), which expresses "good planning of human resources leads to enhancing the university's performance in various fields" with a value of (4.11). It is followed by the statement (Q5) which expresses "The university that adopts a planning strategy for human resources is more competitive in the labor market" with a value of (3.93), followed by the statement (Q3) which expresses "Planning for human

resources helps improve employee satisfaction at the university." "with a value of (3.92), followed by the statement (Q1) which expresses "Human resource planning is necessary to achieve the goals of the university institution" with a value of (3.91). The smallest average within this axis was for the phrase (Q4) and it expresses, On "The use of strategic planning for human resources can increase the efficiency of university management" with a value of (3.88). The overall arithmetic mean for the planning strategy axis reached a value of (3.95) with a standard deviation of (0.827), which indicates the presence of homogeneity in the research sample's answers within this dimension.

Table 4: The arithmetic mean and standard deviation for the phrases of the axis (Training and development strategy).

General trend	Ranking	Standard deviation	Arithmetic mean	Paragraph	
Agree	1	0.771	4.12	Investment in training programs by the administration helps develop employees' skills and enhance their performance at the university.	Q2
Agree	2	0.643	4.03	The administration works to provide adequate support to employees and encourage them to participate in training and development programs.	Q3
Agree	3	0.844	3.88	The university offers various training and development programs suitable for employees' personal and professional needs.	Q4
Agree	4	.6590	3.87	By applying training and development strategies, the administration seeks to increase employee satisfaction and loyalty towards the university.	Q1
Agree	5	0.975	3.72	The university administration is working to intensify its efforts in developing training and development programs for its employees.	
0.760		0.760	3.92	The overall measure of the training and development strategy axis	Q5

Source: This data was prepared by the researcher based on the results of the statistical program analysis.

It is clear from the previous table that the degree of agreement of the sample members for all statements of the training and development strategy axis scale is (3.92), and their agreement is considered moderate to high in relation to the average value, which indicates the presence of awareness and a high degree of agreement towards it, as:
The largest average within this axis is for the statement (2Q), which expresses "Investment in training programs by the administration helps in developing employees' skills and enhancing their performance at the university" with a value of (4.12). It is followed by the phrase (Q3) which expresses

"The administration works to provide adequate support to the employees and encourages them to participate in training and development programs" with a value of (4.03), followed by the phrase (Q4) which expresses "The university provides diverse training and development programs that are appropriate to the needs of the employees." "Personal and professional" with a value of (3.88), followed by the statement (Q1) which expresses "By applying training and development strategies, management seeks to increase employee satisfaction and loyalty towards, University" with a value of (3.87). The smallest average

within this axis was for the phrase ((Q4) which expresses "The university administration is working to intensify its efforts in developing training and development programs for its employees" with a value of (3.72). The overall arithmetic

average for the training and development strategy axis reached a value of (3.92) with a standard deviation of (0.760), which indicates the presence of homogeneity in the research sample's answers within this dimension.

Table 5: Shows the arithmetic mean and standard deviation for the phrases of the second axis (organizational intelligence).

General trend	Ranking	Standard deviation	Arithmetic mean	Paragraph	
Totally Agree	1	4.24	4.24	The administration works to enhance employees' abilities to work effectively as part of a team at the university and harness their intelligent skills to achieve common goals.	Q6
Agree	2	4.12	4.12	The administration seeks to use organizational intelligence processes in order to improve social and work relations at the university.	Q8
Agree	3	4.03	4.03	Organizational intelligence processes contribute to increasing the ability of employees to plan and organize academic and administrative activities at the university.	Q9
Agree	4	3.92	3.92	The administration works to determine the extent of employees' ability to deal intelligently with various challenges in the university environment.	Q3
Agree	5	3.91	3.91	The impact of organizational intelligence processes on enhancing employees' intelligent skills, such as: understanding and analyzing problems in the university environment.	Q1
Agree	6	3.90	3.90	The administration seeks to evaluate the extent to which employees use smart skills in performing their daily tasks at the university.	Q2
Agree	7	3.89	3.89	The impact of organizational intelligence processes on motivating employees to acquire knowledge and develop skills within the university.	Q7
Agree	8	3.88	3.88	The administration worked to increase the capabilities of employees and train them to work under pressure and manage time intelligently within the university.	Q10
Agree	9	3.84	3.84	The administration is trying to increase the ability of employees to make decisions independently and based on organizational intelligence at the university.	Q5
Agree	10	3.60	3.60	Organizational intelligence processes contribute to assessing the extent of employees' ability to cooperate and communicate intelligently with others in the university environment.	Q4
3.93		3.93	3.93	The total measure of the organizational intelligence variable	

Source: This data was prepared by the researcher based on the results of the statistical program analysis.

It is clear from the previous table that the degree of agreement of the sample members for all statements of the organizational intelligence variable scale is (3.93), and their agreement is considered moderate to high in relation to the average value, which indicates the presence of awareness and a high degree of agreement towards it, as:

The largest average within this axis is for the statement (6Q), which expresses, "The administration works to enhance the capabilities of employees to work effectively as part of a work team at the university and harness their smart skills to achieve common goals," with a value of (4.24). It is followed by the phrase (Q8) which expresses "the administration seeks to use organizational intelligence processes in order to improve social and practical relations at the university" with a value of (4.12), and followed by the phrase (Q9) which expresses "organizational intelligence processes contribute to increasing the ability of employees to plan and organize." academic and administrative activities at the university" with a value of (4.03), followed by the statement (Q3) which expresses "the administration is working to determine the extent of its ability, "Employees deal intelligently with various challenges in the university environment" with a value of (3.92), followed by the statement (Q1) which expresses "the impact of organizational intelligence processes on enhancing smart employees' skills such as: understanding and analyzing problems in the university environment" with a value of (3.91). It is followed by the statement (Q2) which expresses "the administration seeks to evaluate the extent to which employees use intelligent skills in performing their daily tasks within the university" with a value of (3.90), and followed by the statement (Q7) which expresses "the impact of organizational intelligence processes on motivating workers to acquire knowledge." and developing skills

within the university" with a value of (3.89), followed by the phrase (Q10) which expresses "the administration's work to increase, "Employees deal intelligently with various challenges in the university environment" with a value of (3.92), followed by the statement (Q1) which expresses "the impact of organizational intelligence processes on enhancing smart employees' skills such as: understanding and analyzing problems in the university environment" with a value of (3.91). It is followed by the statement (Q2) which expresses "the administration seeks to evaluate the extent to which employees use intelligent skills in performing their daily tasks within the university" with a value of (3.90), and followed by the statement (Q7) which expresses "the impact of organizational intelligence processes on motivating workers to acquire knowledge." And development, Skills within the university" with a value of (3.89), followed by the phrase (Q10) which expresses "the administration's work to increase the capabilities of employees and train them to work under pressure and manage time intelligently within the university" with a value of (3.88), followed by the phrase (Q5) which expresses "The administration is trying to increase the ability of employees to make decisions independently and based on organizational intelligence at the university," with a value of (3.84). The smallest mean within this variable was for the statement (Q4), which expresses "Organizational intelligence processes contribute to assessing the extent of employees' ability to cooperate and communicate intelligently, With others in the university environment" with a value of (3.60). The overall arithmetic mean for the organizational intelligence variable reached a value of (3.93) with a standard deviation of (0.830), which indicates the presence of homogeneity in the research sample's answers within this dimension.

Testing and discussing hypotheses

Table 6: Correlation coefficient and determination coefficient for the relationship between overall human resource management strategies and organizational intelligence.

"Correlations"		X	Y
X	"Pearson Correlation"	1	.904**
	"Sig. (2-tailed)"		.000
	"N"	334	334
Y	"Pearson Correlation"	.904**	1
	"Sig. (2-tailed)"	.000	
	"N"	334	334
**. "Correlation is significant at the 0.01 level (2-tailed)"			

Source: This data was prepared by the researcher based on the results of the statistical program analysis.

Table (6) above shows that the correlation between the human resources management strategies variable and the organizational intelligence variable has taken a high value and is estimated at (0.904) and indicates a strong correlation between the two variables with a significance value of (0.000) which is less than "0.01" and is marked with a sign (**) to indicate the strength of the statistical correlation.

Branching out from the previous relationship is a group of sub-relations, which are expressed as follows:
1. Testing the relationship between the job analysis strategy as one of the human resources management strategies and organizational intelligence according to the opinions of a sample of academics at Tikrit University
The researcher worked to test this relationship by implementing a "Pearson" analysis to identify the nature of the relationship (between job analysis strategy and organizational intelligence. The statistical values of the correlation analysis test indicated that:

Table 7: Correlation coefficient and coefficient of determination for the relationship between job analysis and organizational intelligence

"Correlations"		X1	Y
X1	"Pearson Correlation"	1	.705**
	"Sig. (2-tailed)"		.000
	"N"	334	334
Y	"Pearson Correlation"	.705**	1
	"Sig. (2-tailed)"	.000	
	"N"	334	334
**. "Correlation is significant at the 0.01 level (2-tailed)"			

Source: This data was prepared by the researcher based on the results of the statistical program analysis.

Table (7) above shows that the correlation between the job analysis strategy variable and the organizational intelligence variable has taken a high value and is estimated at (0.705) and indicates a strong correlation between the two variables with a significance value of (0.000) which is less than "0.01" and is marked with a sign (**). To indicate the strength of the statistical correlation. 2. Testing the relationship between planning strategy as one of the human resources management strategies and organizational intelligence according to the opinions of a sample of academics at Tikrit University.
The researcher worked to test this relationship by

implementing a "Pearson" analysis to identify the nature of the relationship between (planning strategy and organizational intelligence), and the statistical values of the correlation analysis test indicated that: The researcher worked to test this relationship by implementing a "Pearson" analysis to identify the nature of the relationship between (planning strategy and organizational intelligence), and the statistical values of the correlation analysis test indicated that:

Table 8: Correlation coefficient and determination coefficient for the relationship between planning and organizational intelligence.

"Correlations"		X2	Y
X2	"Pearson Correlation"	1	.806**
	"Sig. (2-tailed)"		.000
	"N"	334	334
Y	"Pearson Correlation"	.806**	1
	"Sig. (2-tailed)"	.000	
	"N"	334	334
**. "Correlation is significant at the 0.01 level (2-tailed)"			

Source: This data was prepared by the researcher based on the results of the statistical program analysis.

Table (8) above shows that the correlation between the planning strategy variable and the organizational intelligence variable has taken a high value and is estimated at (0.806) and indicates a strong correlation between the two variables with a significance value of (0.000) which is less than "0.01" and is marked with a sign (**) for significance. On the strength of the statistical correlation.
2. Testing the relationship between training and development strategy as one of the human resources management strategies and organizational intelligence according to the opinions of a sample of academics at Tikrit University.
The researcher worked to test this relationship by implementing a "Pearson" analysis to identify the nature of the relationship (between training and development strategy and organizational intelligence. The statistical values of the correlation analysis test indicated that.

Table 9: Correlation coefficient and coefficient of determination for the relationship between training and development and organizational intelligence.

"Correlations"		X3	Y
X3	"Pearson Correlation"	1	.855**
	"Sig. (2-tailed)"		.000
	"N"	334	334
Y	"Pearson Correlation"	.855**	1
	"Sig. (2-tailed)"	.000	
	"N"	334	334
**. "Correlation is significant at the 0.01 level (2-tailed)"			

Source: This data was prepared by the researcher based on the results of the statistical program analysis.

Table (9) above shows that the correlation between the training and development strategy variable and the organizational intelligence variable has taken a high value and is estimated at (0.855) and indicates a strong correlation between the two variables with a significance value of (0.000) which is less than "0.01" and is marked with a sign (**). To indicate the strength of the statistical correlation.

Conclusion and suggestions
Conclusion

1. Through the statistical results, it was shown that the faculty members at Tikrit University have an interest in human resources management strategies, as the arithmetic mean of the sample members' answers in all human resources management strategies was in agreement, and this leads to the individuals' answers being consistent with the description of human resources management strategies.

2. Tikrit University uses the job analysis strategy to determine the extent of its benefit and how to improve it.

3. Tikrit University applies a clear planning strategy, which ensures that the university moves in the right direction to achieve its vision and goals, while improving the quality of education, scientific research, and managing resources effectively.

4. Through the statistical results, it became clear that the University of Tikrit has an interest in organizational intelligence, as the arithmetic mean of the sample members' answers to the organizational intelligence questions was OK, and this leads to the individuals' answers being consistent with the description of organizational intelligence.

5. Provides effective and fast communication channels between different departments and divisions, which facilitates the exchange of information and ideas and enhances cooperation among employees.

6. Applying the principles of organizational intelligence contributes to improving administrative and academic processes, leading to increased efficiency and reduced waste.

7. Organizational intelligence encourages the exchange of ideas and creativity, which prompts the university to develop new and innovative educational and research methods.

8. It contributes to the optimal use of available resources, whether financial, human, or technological, which increases the university's effectiveness.

Recommendations

1. The need for Tikrit University to use the job analysis strategy as a tool to develop and improve the rewards and promotions system at the university.

2. The university must believe that the use of strategic planning for human resources can increase the efficiency of university management.

3. The university administration must focus on intensifying its efforts in developing training and development programs for its employees

4. The need to focus on the contribution of organizational intelligence processes in assessing the extent of employees' ability to cooperate and communicate intelligently with others in the university environment.

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