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## THE IMPACT OF MANAGEMENT WITH INTELLIGENCE ON TECHNOLOGICAL READINESS: FIELD RESEARCH IN IRAQI TELECOM COMPANIES

**\*Amer Muhammad Jaber, \*\*Atheer Abdullah Muhammad**

\*Ministry of Interior, Directorate of Civil Status, Passports and Residence, Iraq

\*\*University of Baghdad, College of Administration and Economics, Iraq

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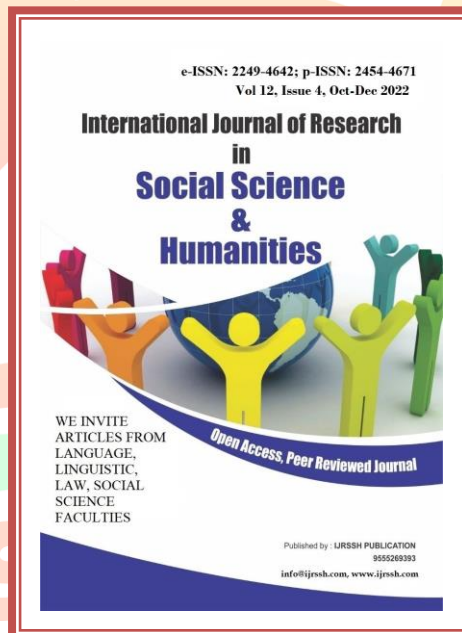
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## ABSTRACT

**Purpose:** The research aims to know the extent to which management influences intelligence with its dimensions (strategic intelligence, emotional intelligence, social intelligence) on technological readiness with its dimensions (optimism, creativity, discomfort, insecurity) in Iraqi communication companies.

**Methodology/Design:** The descriptive analytical approach was used in this study to achieve the aforementioned goals, as the research community was represented by (125) individuals in telecommunications companies in the city of Baghdad / Iraq (Asia, Zain, Cork) and the sample amounted to (112) and the community was selected To match the title of the research, it included senior management, department heads and people's officials, as a questionnaire consisting of (30) items was distributed to them, and statistical methods and tools (Kolmogorov, Smirnov) were used through the statistical program (AMOS.v28, spss.v28).

**Results:** The main results of the research indicated that there is an impact of management with intelligence in the dimensions of technological readiness.

**Research limitations:** The main limitations of the research are the scope of application in one sector (telecom companies) and in 3 telecom companies.

**Practical effects:** The research sheds light on the concept and importance of management with intelligence and technological readiness in the researched companies.

**Originality/Value:** The research added value to the literature of human resource management and organizational behavior by designing a model linking the two variables.

**Keywords:** *management with intelligence, technological readiness, Iraqi communication companies .*

## INTRODUCTION

### The motivation and justification for research

Most studies have shown that management with intelligence is an important and essential factor in enhancing the overall performance of organizations, which in turn leads to making informed and informed decisions regarding the reality of the environment, which is characterized by rapid change and to exploring

opportunities and facing challenges facing current organizations with neglect or lack of interest in management with intelligence as well as non-adopting organizations Especially in the Iraqi environment, specifically the telecommunications companies (Asia, Zain, Korek) regarding the issue of technological readiness and the extent of these companies' readiness to adopt modern and advanced technology, as well as neglecting the behavior of individuals in

the extent of their acceptance of technology.

The majority of telecommunications companies suffer from a scarcity of efficient human resources and adapt to the rapid changes in the external environment, so they need periodic and permanent sustainability in (organizational structure, culture, technology, human resources, strategy), so the main research problem lies in answering the main question What is the impact of management with intelligence on technological readiness? Hence, the main objective was to test the effect of management with intelligence on the technological readiness of Iraqi communication companies.

### **The research contributions**

The current research can add value to the literature of human resource management, organizational behavior, production and operations management, as well as its application in Iraqi telecommunications companies. This research will be of interest to senior and middle management and those who make administrative and strategic decisions in telecommunications companies

### **LITERATURE REVIEW AND DEVELOPING HYPOTHESIS**

Intelligent management has opened the doors to interest in management with

intelligence because of its importance in giving organizations a footprint in the world of management, which makes them take precedence over their counterparts in other departments, giving them a competitive advantage among their counterparts in the market. The human factor is the focus of smart management innovation for all organizations involved in management (Al-Qahtaniet.al, 2020: 746). And management with intelligence is one of those areas that have benefited from the technological development of management. This technological development was formed to transfer the management to a new advanced management. And management with intelligence is the administration that takes advantage of modern technology in its work and is motivated by this thought, leaving behind the outdated traditional management methods and it is believed that this management plays an important role in the development and development of employees being the cornerstone in building any organization and establishing any project (Kotler & Heskell, 1992: 3).

Intelligence management professionals understand how intelligence manifests in many ways, how to analyze and understand what and where intelligence can be found and how it can be used. Management is defined by intelligence as data that has been collected from multiple

sources and developed for business.” The process of intelligence is an ongoing process and there may be specific requirements for its recording and use. It is imperative that individuals involved in data collection be specially trained and have specific skills critical to the

successful performance of their work Mcdowell , 2009: 7.(

Many writers and researchers have presented a special definition of management with intelligence, both from its point of view and as shown in Table (1)

**Table (1) Some definitions of management with intelligence from some writers and researchers**

Definition	Source	ت
It is a decision-making process using different types of intelligence represented by strategic, social and emotional intelligence. Management with intelligence is considered one of the modern processes supervised by the organization’s management, in order to achieve strategic excellence through the smooth running of this process.	)Kotler, Heskell, 1992: 3(	1
Efficient management and coordination of data and thought in order to achieve customer needs.	Choo, 1998)(	2
The ability of the organization to mobilize all its available mental and emotional capabilities from concentrating the strength of its members to achieve its goals.	Karl Albrecht , 2002)(	3
The ability that stimulates the organization’s mind processes with a keen mind, speed of understanding, and high readiness to preserve, update and recycle useful data and knowledge, to face situations, solve problems, make decisions to adapt to environmental conditions, and achieve the set goals.	)Quarmby, 2003: 132(	4
The intellectual ability of the organization to solve organizational problems, by unifying its technical and human capabilities.	Sim, 2005)(	5

Source: Prepared by the researchers

With regard to the importance of management with intelligence, (Noponen, 2019:75) indicated in a set of the following points that summarize this:

1. Get answers to business questions faster: Users of management with

intelligence can get answers to business questions at a faster rate instead of having to spend a lot of time reading large amounts of printed reports

- 2 .Gain insight into customer behavior: Management with intelligence enables them to gain insight into customers'

purchasing patterns, giving them the ability to turn this knowledge into additional profit and retain valuable customers

3 .Improve Efficiency: Using smart management systems can centralize all data and display it in a dashboard, which saves a huge amount of time and eliminates inefficiencies

4 .Know real manufacturing costs: Management systems with intelligence can give users a clearer view of production costs and the ability to quickly adjust production for greater profitability

5 .Better inventory management: Management with intelligence can help the organization in ordering the required amount of stock at the right time, as customers receive their products when they need them, and the company does not bear the cost of storing the surplus stock

6 .Better Inventory Management: Management with intelligence can help the organization in ordering the required amount of stock at the right time, as customers receive their products when they need them and the company does not bear the cost of storing the excess stock.

On the other hand, according to Alf, et.al 2016:4), technological readiness includes four contributing factors. These four factors work in a combined way to form an individual's view of technology, two factors are (optimism) (and creativity), which are the establishment and support of technological readiness. The other two factors are (discomfort) (and insecurity) that prevent the technological readiness of the individual.

The researcher reviews a set of definitions of technological readiness in Table (2):

**Table (2) Some definitions of technological readiness**

Definition	Researcher's name and year	ت
The tendency of people to embrace and use new technologies to achieve their goals in home life and work.	<b>Parasuraman, 2000:309</b>	1
It refers to the technological resources in the organization represented in the base of information and communication technology, which is one of the returns of the organization, and the extent to which they are used flexibly.	<b>Molla ,2004:4</b>	2
Refers to the situation in which the user or employee is willing to try out a new technology and ability, and the source of motivation to use the	<b>Meuter et al. 2005 :104</b>	3

technology.		
Refers to the situation in which the user or employee is willing to try out a new technology and ability, and the source of motivation to use the technology.	<b>Azizian,et.al, 2011</b> <b>: 412</b>	<b>4</b>
It refers to individuals' tendency and willingness to adopt and use new technology to achieve general goals in life and atwork.	<b>Chen &amp; Lin,</b> <b>2013 :605</b>	<b>5</b>

*Source: Prepared by the researchers*

The importance of technological readiness is highlighted by recognizing the strategic value of technology by focusing on the importance of optimal management of technology, which can help the organization to face challenges and changes based on knowledge, to reach the integration between technology and the strategic objectives of the organization (Rafdar et al, 2011, 153). Firms innovate themselves to adapt to prepare for opportunities Technology readiness fits into this conception as a fixed ability Given that nearly all businesses depend on technology to remain viable, the need to consider capacity creation in the form of constant technology readiness a strategic priority( Richey, et.al, 2007: 197).

Strategic intelligence is an emerging field of business consulting, which aims to undertake the task of exposing large, complex, and challenging transformation issues in a more understandable form (Kuosa, 2011: 458). Strategic intelligence enables an individual to anticipate the actions of competitors and outperform them. It is an external view that focuses

externally on understanding and anticipating others, especially competitors (Levine et al.). 2017: 5)). The ability to understand competitors through data collection, as strategic data is of great importance that helps the organization make decisions about strategy and long-term plans (Arcos, 2016: 265)), and strategic intelligence has been defined as the application of social awareness to gain a strategic advantage capable of anticipating the behavior of competitors. and anticipate. The higher the strategic intelligence, the better it is to anticipate the competitor's behavior, and to anticipate their future strategies (Levine et al.). 2017: 10)). Strategic intelligence is able to use modeling, simulation, visualizations, art, narrative, semiology, fractal or statistical mathematics, graphs, metaphors and similarities, etc., being able to express for difficult or complex aspects in a simplified manner (Kuosa, 2011:459).

Emotional intelligence is one of the most important aspects that improve mental health, as it is the ability to recognize, understand, regulate and use emotions in

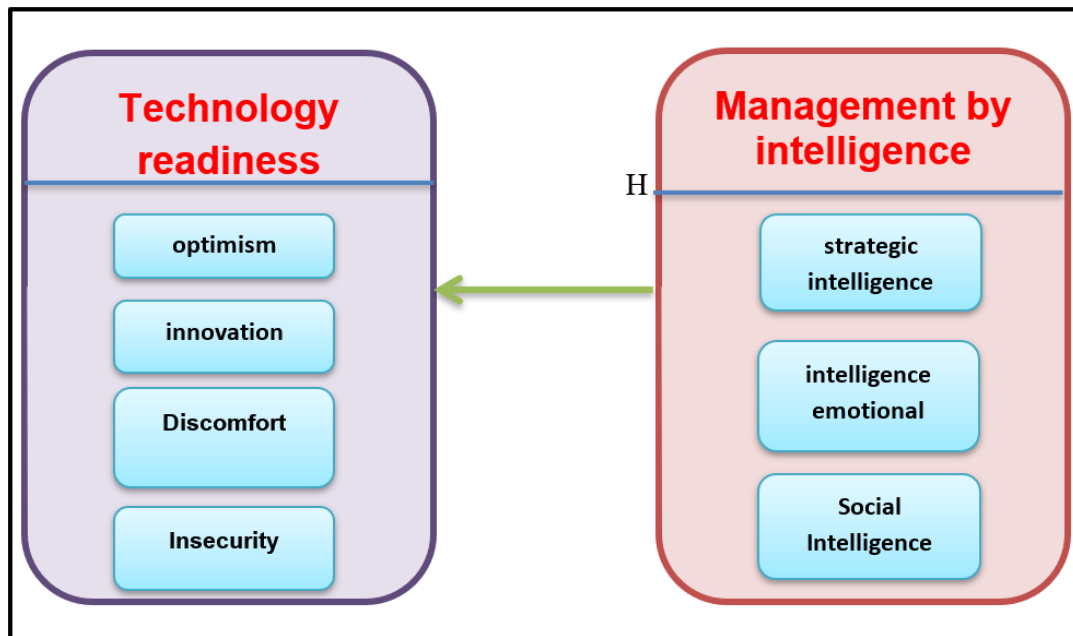
life. Emotional intelligence is also recognized as a key variable affecting job performance, Moradian et al. 2022: 24)). Emotional intelligence includes four capacities consisting of the ability to perceive feelings in oneself and others, to use emotions in thinking and problem solving, to understand emotions and the relationships between them, and to manage emotions in oneself and others (Cantor & Kihlstrom, 2000: 572). Emotional intelligence is defined (Katou et al., 2021: 691) as “the ability to observe the feelings and emotions of an individual and others, distinguish between them and use this data to guide one’s thinking and actions Emotional intelligence is one of the most important aspects that improve mental health, as it is the ability to recognize, understand, regulate and use emotions in life. Emotional intelligence is also recognized as a key variable affecting job performance, Moradian et al. 2022: 24)). Emotional intelligence includes four capacities consisting of the ability to perceive feelings in oneself and others, to use emotions in thinking and problem solving, to understand emotions and the relationships between them, and to manage emotions in oneself and others (Cantor & Kihlstrom, 2000: 572). Emotional intelligence is defined (Katou et al., 2021: 691) as “the ability to observe the feelings and emotions of an individual and others,

distinguish between them and use this data to guide one’s thinking and actions.”

(Genc, & Gulertekin, 2018:3) The concept of social intelligence was originally proposed by Edward L. Thorndike in the 1920s, but it failed to attract significant attention. This concept gained prominence in 1983 when Harvard psychologist Howard Gardner proposed the theory of multiple intelligences in his work *Frames of Mind*. It is assumed to be prized in the workplace, as it serves to understand how highly competent people navigate social situations very subtly, and how they know at least most of the time how to engage others in context-appropriate ways .The biggest reason for low social intelligence comes from a simple lack of insight. Toxic people are so preoccupied with their personal struggles that they simply do not understand their impact on others, they need help seeing themselves as others see them (Albrecht, 2006:3)

**H. There is a statistically significant effect of the dimensions of management with combined intelligences (strategic intelligence, emotional intelligence, social intelligence) on technology readiness.**

According to the main hypothesis of the research, a hypothetical model for the research was designed, as shown in Figure (1)



*Figure. 1: The proposed research model*

## RESEARCH METHODOLOGY

### Research population and sample

The two researchers chose a community of Iraqi telecommunications companies, the community amounted to (125) individuals and the sample amounted to (112) individuals, and the sample included the senior management, heads of departments and people's officials. As the number of male respondents was (71) at a rate of (63%) of the research sample, while the number of female respondents was (41) with a percentage of (37%) of the sample, as the company showed their dependence on males more than females in assigning them to tasks and duties and according to priorities and considerations. It was adopted when selecting and assigning administrative positions, while the work force in mobile communications

companies in the city of Baghdad was based on the limited ages (45 <-40), as its percentage was (32%) of the research sample and the number of observations was (36), followed by the age group (50) <-45) by (24%) and by the number of views (27), while the age group (40>-35) came by (21%) in the third order and by the number of views (24), while the age group (<50) came in the fourth with a percentage of ( 12%) and the number of views (13) and finally the age group (35 <-30) ranked fifth at a rate of (11%) and with a number of views reached (12), which indicates the dependence of mobile communications companies in the city of Baghdad on different ages and according to the career path that It depends on its managers when assigning these positions, and the mobile telecommunications



companies in the city of Baghdad depend mainly on the bachelor's degree with a percentage (54%) of the research sample. With the number of views (60), while it went to a master's degree with a percentage of (21%) and the number of views reached (24), while the technical diploma was in the third position with a percentage (19%) and with a number of views (21), and the higher diploma came in the fourth position with a percentage of (6 %) and the number of views (7). In terms of compatibility with the age ratio and within the career path adopted by the mobile telecommunications companies in the city of Baghdad for their leaders, it was found that the service period (20<-15) was in the first order (47%) and the number of views (53), while the service period was (25<- 20) years in the second order with a percentage of (30.7%) and with the number of views (34), while the service category (>25) years was in the third order with a percentage of (17%) and with the number of views (19), and the service period category (15<-10) came in the fourth order At a rate of (5.3%) of the sample and the number of observations (6), it became clear that the percentage of the department head was ranked first, with a percentage of (36.5%) of the research sample, and the number of views was (41), while the second rank was for the category of division official with a percentage of

(29.5%) and a number of Views reached (33), while the category (Associate Director) was ranked third with a rate of (17%) and a number of views amounted to (19), and finally the manager category ranked fourth with a percentage (8%) and a recurrence of (9).

### **Data collection**

The researchers relied on the questionnaire as the main tool for data collection, and the use of the five-point Likert scale, which is used to indicate the strong positive relationship, as the number of paragraphs of the independent variable (management with intelligence) reached 18 paragraphs, while the number of paragraphs of the responsive variable (technological readiness) reached 12 paragraphs

### **Data analysis**

#### **1. Cronbach's Alpha Test**

The researcher employed the (Alpha Cronbach) test to know the stability of the questionnaire and its consistency and results, and to obtain the same results, if it was re-used for multiple times and for different periods of time and with the same degree of stability. Baghdad through three main dimensions (strategic intelligence, emotional intelligence, social intelligence), as well as (18) paragraphs that are directly directed to measure its availability through the behaviors and activities performed by the leaders of mobile communications

companies in the city of Baghdad, and refers to the management of intelligences, practice and action, to obtain The independent variable, overall management with intelligence, on the stability coefficient (0.936), the dependent variable (technology readiness): the dependent variable was measured in total across four main dimensions (optimism, creativity, discomfort, insecurity), as well as (12)

items directly directed to measure its availability. Through the behaviors performed by the leaders of mobile telecommunications companies in the city of Baghdad, which are mainly related to technology readiness, and they learn about it through their response to the questionnaire, while the overall technological readiness occurred on a stability coefficient (0.914).

*Table (3) of the measure of honesty and its root (reliability coefficient) for the search scale*

honesty coefficient	Stability coefficient values (a)	number of paragraphs	main variables	t
0.967	0.936	15	Management by intelligence	1
0.956	0.914	12	Technology readiness	2

## THE RESULTS AND DISCUSSION

### Testing hypotheses

The two researchers aim to test the main hypothesis of the research by assuming the existence of influence relationships between the dimensions of management with combined intelligences (strategic intelligence, emotional intelligence, social

intelligence) on technology readiness, using the multiple regression equation, as well as relying on the calculated Sig value and comparing it with the significance value (0.05). To show whether or not there is an effect between, so Table (4) shows the results of testing the main hypothesis using the multiple linear regression coefficient

*Table (4) of the results of the research hypotheses using the multiple regression method*

Technology readiness							independent variable
F	T	P-VALUE	A R <sup>2</sup>	R <sup>2</sup>	β	A	
47.910 0.000	1.426	0.157	0.482	0.530	-0.177	0.236 (0.507)	strategic intelligence
	3.929	0.000			0.511		emotional intelligence
	2.625	0.010			0.347		Social Intelligence

Source: Prepared by the researchers based on the statistical program (SPSS V.28)

The researcher found from the results of Table (4) that the value of (F) calculated for the best model (47.910) and a probability value (0.000) at the degrees of freedom (111,109,2), which is more than the tabulated value (3.928) and a probability value (0.05), and a degree of freedom (111), to indicate the significance and strength of the model, which the researcher attributes to the synergy of the combined dimensions of technology readiness and the synergy of the management dimensions with intelligence to form a statistically acceptable model, in addition to the presence of a determination coefficient (0.468) with a probability value (0.000), and a corrected determination coefficient (0.458), as it was able to dimensions Management with combined intelligences (strategic intelligence, emotional intelligence, social intelligence) accounted for (45.8%) of the changes in technology readiness, while the remaining (54.2%) was attributed to other variables that were not included in the tested model. It was found that there is a positive effect of emotional intelligence on technological readiness of (0.511), with a probability value (0.000), and with a calculated (T) value (3.929), which exceeds its tabular value (1.982) and with a degree of freedom (111), and it was found that there is a positive effect of social intelligence. In

technological readiness, its amount is (0.347) and its probability value is (0.010), and its calculated (T) value is (2.625), in addition to the absence of any influence of intelligence on technological readiness, which indicates the investment of the model by (67%) of its dimensions in mobile telecommunications companies in The city of Baghdad, and from all the results presented, accepts the main hypothesis of the research (administration with intelligence, in its combined dimensions, has a significant effect on technological readiness

## CONCLUSIONS AND RECOMMENDATIONS

The main conclusion was that the company directed its attention to technological readiness, so it sought to adopt the management with intelligence to improve it by employing emotional and social intelligence, as well as investing emotional intelligence and social intelligence in improving optimism and reducing the feeling of discomfort, as well as adopting emotional intelligence in improving creativity and insecurity Accordingly, a recommendation was reached, the company's attention should be directed to technological readiness by seeking to adopt the management with intelligence to improve it and employ emotional and social intelligence, and invest emotional

intelligence and social intelligence in improving optimism and reducing feelings of discomfort, as well as adopting emotional intelligence in improving creativity and insecurity.

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