

Intelligence Network: Examine the competitive intelligence Network and its role on Organizational Performance

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Article Detail:	Abstract
<p>Received: 01 Nov 2022; Received in revised form: 25 Nov 2022; Accepted: 30 Nov 2022; Available online: 06 Dec 2022</p> <p>©2022 The Author(s). Published by International Journal of English Language, Education and Literature Studies (IJEEL). This is an open access article under the CC BY license (https://creativecommons.org/licenses/by/4.0/).</p> <p>Keywords— Network, competitive intelligence, Organizational Performance</p>	<p><i>Over the past two decades, the fundamentals of organizations have undergone a tremendous shift due to changes and uncertainty. To remain competitive in the face of both internal and external challenges, organizations have begun to actively monitor their surroundings in order to better understand the possibilities and threats that exist in such settings. The purpose of this research is to examine the function of competitive intelligence networks in the decision-making processes of small and medium-sized enterprises (SMEs) in the Kurdistan area of Iraq. Researchers, however, used five variables of competitive intelligence networks (network extensiveness, third-party strategy, homophily, issue awareness, and promotion effort) to gauge the direct influence on company performance at SMEs. In addition, the investigation was able to delve into the oblique function of competitive intelligence networks by using them as a mediator between company performance and competitive intelligence. Researchers in the Kurdistan area of Iraq utilized hierarchical multiple regression and the Sobel test to examine the impact of a competitive intelligence network on the financial success of small and medium-sized enterprises. Five elements of a competitive intelligence network were used to quantify the direct effect on SME performance (extensiveness network, third-party strategy, homophily, issue awareness, and promotion effort). In addition, the researchers utilized the competitive intelligence network as a mediator to quantify its effect on company performance. This allowed the analysis to delve into the indirect influence of the competitive intelligence network. The following competitive intelligence network aspects were used to analyze the direct and indirect impact of competitive intelligence networks on SME performance: network extensiveness, third-party strategy, homophily, problem awareness, and promotional effort.</i></p>

1. Introduction

There is access to knowledge that may be utilized in the planning and performance of company activities. The term "strategic intelligence" refers to "the intelligence necessary for the formation of national and theater-level strategy, policy, and military plans and operations (Hussein et al., 2022)," and this is how the term is defined. In a nutshell, strategic intelligence refers to the information that is employed in the formulation and execution of a policy (Faraj et al., 2021), most commonly a comprehensive plan or a national strategy, as outlined by the government (Hamad et al., 2021). According to Faeq et al. (2021), a policy is the reason that establishes a strategy; the plan itself is not referred to by this word. A strategy is helpful in advancing toward objectives because it suggests strategies to meet and/or choreograph a large number of variables (Hamza et al., 2022). These variables are typically too numerous for the planner to predict and understand on their own (Sadq et al., 2020). When dealing with countries outside of one's own, one must have in-depth knowledge, which is provided through strategic intelligence (Abdalla Hamza et al., 2021). A strategy is nothing more than an abstract concept, or perhaps just a flight of imagination, if it lacks the insights of deep experience, which are based on an extensive understanding of the challenges and opportunities, adversaries, and friends in a foreign sector (Othman et al., 2022). Because of this, the word "strategic intelligence" ought not to be left up to as much interpretation as it now is. The more strategic intelligence there is, the better (Jamil et al., 2022). Since entail obligations are great at making decisions, and since different business organizations are governed by competitive advantage and the struggle for survival as a result of globalization (Ahmed & Faeq, 2020), privatization, and sections of information technology and the digital economy (Jwmaa et al., 2022), decision-making in business organizations should be based on a competitive intelligence network (Sadq et al., 2021). A network-scientific technique (Mahmood et al., 2022), a large number of instruments, and a huge number of parameters were taken into consideration in this study. Erbil and its organizations need to develop strategic intelligence and organizational ingenuity in order to grow (Faeq, 2022). This is necessary in order to develop strategies for cases of repetition (Ismeal et al., 2021), impasse, and misconceptions in our organizations, as well as to identify a structure to follow up on these only competitive and accessible new horizons for business organizations (Faeq et al., 2020). Researchers and academics started to realize

the significance of strategic intelligence as the modern era progressed (Anwar & Shukur, 2015). This led to an increase in the number of definitions provided by authors and researchers who rushed to define this type of intelligence (Hamad et al., 2021). Additionally, this led to an increase in the variety of perspectives offered by authors, scholars, and specialists on the fundamental nature of strategic intelligence (Faeq et al., 2021). According to a comparative analysis of its dimensions and the various aspects that were based on them, strategic intelligence is a job that deals with the business environment and demand, corporate identity and sources, environmental variables (Gardi et al., 2021), and social and technological forecasting in order to achieve lasting and effective results and gain expertise and mental wisdom (Faeq et al., 2022). This was determined by comparing its dimensions and the various aspects that it was based on (Anwar, 2016). In addition to this, it expertly depicts future leaders who have bright prospects in terms of prospective, reflection, organization, collaboration, and motivational ability. They make use of articles that, as a consequence of the structure and method, provide productive and intellectually sound business decisions (Abdullah et al. 2017). According to Ali (2021), strategic intelligence is the informational process that an organization goes through in order to listen to the circumstances in order to decide the steps and activities that are necessary in order to attain the goals that it has set for itself. Using the research done by Anwar and Balcioglu (2016), which articulately defines the qualities that make good leaders (prospective, systematic thinking, vision, partnership, and the ability to motivate employees) (Hameed & Anwar, 2018), The adaptability of this kind of intelligence is one of the reasons why so much focus has been placed on this topic (adopted by a variety of countries and government institutions, as well as public and private organizations (Qader et al., 2021), corporations, and individuals). She now works with organizations that are addressing new challenges and risks (new mechanisms and strategic techniques to predict and plan for emergent competitive intelligence Network s before they occur) as a result of having seen the last decade of the twentieth century and the growth in intelligence requirements and potential. This is due to the fact that she witnessed the growth in intelligence requirements and potential (Faeq et al., 2022), one of the world's most prominent military strategists, used strategic intelligence for the first time in military operations in the fourth century BC "so that a wise commander could do things beyond the skill of ordinary leaders, beyond the knowledge outputs of

wits, with highlighting their value." This was the first time that strategic intelligence was used in military operations (Anwar, 2017). According to Hameed and Anwar (2018), this type of intelligence is a field that has been around for a long time, but there is no universally accepted definition for it and no consensus surrounding it (Hamza et al., 2021). This is not meant as an insult to the work that many of its practitioners have done; rather, the following points out that, taking into account the length and breadth of human history (Faeq et al., 2022), there is a great deal more work to be done in terms of investigating the boundaries of and the opportunities presented by this type of intelligence. The Central Intelligence Agency (Anwar & Shukur, 2015) was the first to use this style of intelligence in the implementation of arms control agreements and in supplying political decision-makers and policy formulation with strategic intelligence (Hamad et al., 2021), describing the agency intelligence cycle in the process of information acquisition and transfer and evaluating and strategizing the information gathered. See Anwar & Abd Zebari (2015) for more information (Anwar & Ghafoor, 2017). As organizations began to recognize the importance of this mode of intelligence and feature many metrics on its evolution (Abdullah et al., 2017), several institutions in Europe and North America began to create strategic intelligence units within organizations in order to provide insight to policymakers and academic training programs on smart style intelligence (Hamza et al., 2021). This was done in response to the fact that organizations featured a large number of metrics for the development of this mode of intelligence (Faeq, 2022). In addition, many companies are working on the development of strategic intelligence, which is produced by a team of industry professionals who offer senior management the fundamental guidance that serves as the foundation for decisions made regarding matters such as chairperson integration with other organizations and the creation of new products (Anwar & Surarchith, 2015). In conditions in which markets are going through significant change in a variety of ways, the decision-making process is complex (Andavar & Ali, 2020). There are new goods, other withdrawals, and emerging items, as well as a growth in the number of sellers or suppliers, and other elements that all play a role in the choice of the products (Faeq & Ismael, 2022). This is a complex description of time marketing decisions because they are more complicated than any other decision taken by the administration, and the complexity of this return to a sentence of explanations is largely dependent on

the presence of variables (Anwar & Shukur, 2015). This is a complex description of timing marketing decisions because they are more complicated than any other decision taken by the administration (Aziz et al., 2021).

2. Theoretical Background

Researchers and academics started to realize the significance of strategic intelligence as the modern era progressed. This led to an increase in the number of definitions provided by authors and researchers who rushed to define this type of intelligence. Additionally, this led to an increase in the variety of perspectives offered by authors, scholars, and specialists on the fundamental nature of strategic intelligence (Faeq, 2022). According to a comparative analysis of its dimensions and the various aspects that were based on them, strategic intelligence is a job that deals with the business environment and demand, corporate identity and sources, environmental variables, and social and technological forecasting in order to achieve lasting and effective results and gain expertise and mental wisdom. This was determined by comparing its dimensions and the various aspects that were based on them (Anwar, 2017). In addition to this, it expertly depicts future leaders who have bright prospects in terms of prospective, reflection, organization, collaboration, and motivational ability. Because of the framework and the procedure, they utilize articles that lead to productive and intellectually satisfying resolutions for business (Qader et al., 2021). According to Faeq & Ismael (2022), "strategic intelligence" is the informational process that an organization goes through in order to listen to the situation in order to decide the measures and activities that are necessary in order to accomplish its goals. Using the research done by Sabir et al. (2021), which articulately defines the qualities that make good leaders (prospective, systematic thinking, vision, partnership, and the ability to motivate employees), The adaptability of this kind of intelligence is one of the reasons why so much focus has been placed on this topic (adopted by a variety of countries and government institutions, as well as public and private organizations, corporations, and individuals). She now works with organizations that are addressing new challenges and risks (new mechanisms and strategic techniques to predict and plan for emergent competitive intelligence networks before they occur) as a result of having seen the last decade of the twentieth century and the growth in intelligence requirements and potential. This is due to the fact that

she witnessed the growth in intelligence requirements and potential (Anwar, 2016). (Faeq & Ismael, 2022), one of the world's most prominent military strategists, used strategic intelligence for the first time in military operations in the fourth century BC "so that a wise commander could do things beyond the skill of ordinary leaders, beyond the knowledge outputs of wits, with highlighting their value." This was the first time that strategic intelligence was used in military operations (Sorguli et al., 2021). According to Hameed and Anwar (2018), this type of intelligence is a field that has been around for a long time, but there is no universally accepted definition for it and no consensus (Anwar & Surarchith, 2015). This is not meant as an insult to the work that many of its practitioners have done; rather, the following points out that, taking into account the length and breadth of human history, there is a great deal more work to be done in terms of investigating the boundaries of and the opportunities presented by this type of intelligence (Ismael, 2022). The Central Intelligence Agency was the first to use this style of intelligence in the implementation of arms control agreements and in supplying political decision-makers and policy formulation with strategic intelligence, describing the agency's intelligence cycle in the process of information acquisition and transfer, and evaluating and strategizing. See Anwar (2016) for more information on the Central Intelligence Agency (Faeq & Ismael, 2022) (Anwar & Ghafoor, 2017). As organizations began to recognize the importance of this mode of intelligence and feature many metrics on its evolution, several institutions in Europe and North America began to create strategic intelligence units within organizations in order to provide insight to policymakers and academic training programs on smart style intelligence. This was done in response to the fact that organizations featured a large number of metrics for the development of this mode of intelligence (Anwer et al., 2022). Many businesses are also developing strategic intelligence, which is generated by a group of experts who provide fundamental advice that serves as the basis for senior management decisions on topics such as chairperson integration with other organizations and new product development (Anwar & Ghafoor, 2017). The decision-making process is difficult in circumstances where markets are experiencing substantial development in a variety of ways. There are new goods, other withdrawals, and emerging items, as well as a growth in the number of sellers or suppliers, and other elements that all play a role in the choice of the products. This is a difficult explanation of time marketing decisions since those judgments are more

difficult than any other decision that the administration has ever made, and the difficulty of this return to a sentence of explanations is primarily reliant on the existence of variables (Ismael, 2022).

The difficulty in estimating relationships between various variables that are prone to shifting and switching over different time periods is typically limited to the dispersion of different sources of data and expertise, which frequently contain a high degree of risk as well as information that can be used in decision-making (Abdulrahman et al., 2022). This is because various variables are susceptible to shifting and switching over different time periods (Faeq & Ismael, 2022). Even when the magnitude levels are large, it is possible to make predictions about external factors. This is because the majority of categories in a single project cannot be predicted (Anwar, 2017). The Finance Department won't be able to finish the budget or production without predicted revenue data, a production table, or even the ability to make judgments until they get sales statistics from the Marketing Department (Faeq, 2022). There is a reality that has to be recognized, and that fact is that all administrative activities per initiative that are accountable for adhering to the lower melisma, or marketing process, are responsible for the reduction and access setup bilaterally. This is something that needs to be understood. It's possible that one of the issues with marketing is that judgments are almost never made in isolation from other people (Ismael et al., 2022). On the one hand, the information on this client, in particular Dodd, is for marketing decision makers, and on the other, marketing decision makers are realizing this. Another difficulty is that acquiring the essential data and information is neither doable nor practical, particularly if it comes at a great cost in terms of both time and money. This is a problem since it makes it difficult to make informed decisions. Instead of making teaser decisions about the consumer and how to satisfy his wants and wishes, it is important to collect the appropriate data and content information in order to ensure that the outcome will benefit the majority of parties. This is because the decision will take antitrust regulators, stock and bond holders, and other considerations into account (Anwar & Climis, 2017). As a consequence of the many different entrances used to debate the strategic decision made by the book department and researchers agreeing with many authors, many diverse thoughts have been brought to light and are obvious as day (Qader et al., 2022). Using market portals and the strategic judgment theory, such judgments that dealt with its scope, complexity, and multidimensional

nature are examples of such decisions. A selection of strategic options that reflects the best approach for the organization to achieve its goals is gained by making fortuitous judgments affecting areas relevant to the organization's growth and its formation (Ismael, 2022). According to Anwar and Shukur (2015), strategic decisions are those that take into consideration internal and external challenges and opportunities in order to support long-term growth. This indicates that strategic decisions that have a broad influence on the organization are considered to be strategic decisions (Anwar & Louis, 2017). The strategic choice has an influence on the company as a whole, not just on one particular facet, and that effect is more likely to be long-term than it is short-term. In addition to this, it demonstrates the President's dedication to the organization's most important objectives (Zhiyin & Jiakun, 2017). And when it comes to strategic decisions that impact the organization's future in depth by ensuring such capacities to adapt to environmental needs, (Akoi et al., 2021) react in a comprehensible manner with a combination of optimism and pessimism (Ismael, 2022). Either (Sadq et al., 2020) provide an explanation of the strategic choice that the administration ought to make in order to accomplish the organization's objectives in a competitive world where the actions of other people are a factor (Ismael, 2022). Because strategic decisions are uncommon and exceptional resolutions that demand long-term liabilities and extended obligations in addition to a high degree of importance, any error may expose the organization to a range of dangers. This is something that Qader et al. (2022) point out. In spite of the fact that he sees (Faeq et al., 2022) a strategic decision situation emerging between the strengths and vulnerabilities of the organization's internal and external risks prospects, he sees (Faeq & Ismael, 2022) a strategic decision situation emerging between the strengths and vulnerabilities of the organization's internal and external risks prospects. A resolution that deals with long-term factors related to the organization's performance, or the primary axial impact in sustaining the efficacy of the current, constitutes a special type of administrative choice made in the face of ambiguity, according to Prabhu and colleagues (2020). And finding out (Akoi & Andrea, 2020) that making strategic decisions involves researching complex problems that call for research, are relatively stable, and deal with the organization's priorities; the importance of these problems and the order in which they are handled by the organization varies according to the administrative level. Supreme strategic

judgments, as well as the mentally draining and difficult employment of analysts and consultants, as well as the engagement of all parties engaged in the situation to assure good decision-making and market players, are all required to solve the issue. Strategic decisions are defined (Zhao et al. 2019) as those that characterize the organization and direction of the General Foundation biography in terms of the expected and unexpected factors that emerge in the world and, ultimately, form the organization's actual objectives and help draw the map from which the organization functions and exercises (Faeq et al., 2021). The following chronological list of strategic marketing concepts shows that many of the meanings offered by authors and academics on the topic of business performance were personal perspectives on both the nature of the study and his approach to his topic. This is demonstrated by the fact that many of these meanings were included in the list. In the current time period, extraordinary decisions that have a high degree of importance in terms of future time periods are made. These decisions are based on the organization's intent, which can be understood by understanding how decision-making processes work as well as having creative abilities to persuade changes in both the internal and external environment (Sabah et al., 2022). Also, according to Ali et al. (2021), decisions that are made in the face of potential danger and a lack of knowledge are frequently incorrect, because they are made with insufficient information, and also because the future of the law is uncertain, specific capabilities are required for such decisions, and it is more likely for such decisions to be made with incomplete information. In the context of a more comprehensive view of the company's future opportunities (Faeq & Ismael, 2022). Decisions on the entity's management and future, in addition to its climate, whether this kind of relatively steady long-term commitments or cash for deployment, and making such decisions at the top of the corporate pyramid (Ali et al., 2021). These choices pertain to Parallels, while others are concerned with the organization's prospects in the decades to come (Jamil et al., 2022). Decisions regarding the organization's goals and strategies for achieving those goals, as well as forecasting and monitoring developments in the external environment, looking for ways to improve performance, determining the resources required to achieve objectives, and searching for ways to improve performance, as well as resource allocation and usage regulations and top management knowledge (Anwar & Qadir, 2017, The company and the results of these choices

are impacted by a variety of factors, including but not limited to joint ventures and strategic alliances, acquisitions and mergers, joint venture, and strategic alliances, and the site of a new financing and restructuring location. The most important and long-term choices are made by the senior management of the organization, which is led by the Executive Director or Manager of the Corporation (Akoi et al., 2021). When compared to prior resolutions, making decisions about the primary alternatives for the business's growth aims and orientations regarding the sort of output or operation to which you want enterprise access takes more time and necessitates greater operational standards (Espinet & Alsina, 2017). Examples of decisions that form the trajectory of the organization and have a significant effect on the organizational unit include decisions regarding integration, complexity, strategic role, and products and services provided (Sadq et al., 2020). These are examples of decisions that have a large impact on the organizational unit. Significant decisions that have had a role in molding the organization's long-term profile and establishing the organization's long-term direction (Anwar, 2016). It is important to avoid making any mistakes that could put the organization in danger of facing multiple dangers, even though special resolutions frequently involve long-term commitments and acquisitions. Decisions made now with a high degree of urgency, in terms of their effect on the bank in future stage, and focused on achieving the bank's goal by learning how to streamline the decision-making process during which the professional advocates briefed on the internal environment variables are the kinds of decisions that need to be made. If it is necessary in this industry to have mental agility and one's own creative skills in order to determine the greatest percentage of variables that influence the manufacturing process as a result of unforeseen threat, and potentially influential environmental opportunities that arise in the future, and the outcomes of these decisions have a positive impact on the organization's ability to achieve its goals over the long term, then this industry meets the criteria for meeting the criteria. Non-programmed decisions require long-term goals and plans, in addition to dealing with emerging problems that demand rigorous and strategic thinking from senior management. These decisions must be made without the benefit of a predetermined schedule. The real objectives of the organization are the decisions that will be made on the structure and path of the general foundation program, taking into account both known and unknown aspects of the external

environment. These decisions contribute to the formation of a map, the allocation of resources, and the evaluation of the organization's potential for continued existence (Akoi & Yesiltas, 2020). The long-term goals of the company, as established by both a long-term strategy and a medium-term plan (Jamil et al., 2022), before a crisis occurs, non-traditional decisions are made to determine how to respond to these problems. These decisions involve multiple dimensions and planning issues of great complexity and depth, which cannot be resolved with an instant decision. Decisions that take into account opportunities, external threats, and internal capital in order to improve the organization's long-term success and ensure that it has a wide-reaching impact and continues for a considerable amount of time. The determination of value is predicated on foreseeing and anticipating the future of the organization as well as projecting their needs to enable both data and administrative functions. Competitive intelligence Network and technical capacities, and it necessitates effective professional and managerial leadership that is well aware of what will work and has a long-term perspective, and that made their decision after considering all of the factors involved. To assist the company in adapting to the external environment through analysis and notification in order to achieve a wide range of development and desired outcomes. In order to ensure the continued viability of the organization over the long term, senior management allocates resources so that the organization can better respond to changes in its external environment and balance competing priorities. (Saleh et al., 2021) represent the organization's fundamental direction and bases decisions on methodology as well as simulations of trends and anticipated external and internal dynamics. This role is responsible for making job-related decisions. The organization's policy option, which determines the long-term pattern because it deals with non-traditional formulas and potential employment, is an example of higher-level strategic choices (Faeq, 2022). The decision is of great importance because it is based on predictability and orientalism with regard to the future of the organization and predicting their requirements to unlock all of the data and administrative, scientific, and technological tools, and it requires an effective competitive intelligence network (Ismael et al., 2022). The professional and managerial leadership of Network NT is completely aware of what will function and intuition in the future (Hamza et al., 2021), has it measured for all variables surrounding it (Ali et al., 2021), and needs an effective and efficient network for

competitive intelligence. The professional and managerial leadership of NetworkNTt is completely aware of what will function and intuition in the future, has it measured for all variables surrounding it, and needs an effective and efficient network for competitive intelligence (Hamad et al., 2021). The professional and managerial leadership of Network NT is completely aware of what will function and what will rely on intuition (Ismael et al., 2022). Through analysis and notification,theyo assist the company in adapting to the external environment in order to achieve a broad range of development and desired outcomes (Ismael & Yesiltas, 2020). Strategic decisions are(special decisions taken by senior management to achieve long-term sustainability and built on the basis of foreseeing andvisioningn for theorganizationn's future leaders and by forecasting (Gardi et al., 2021), visualizing (Qader et al., 2021), and monitoring global trends in order to capture opportunities and reduce the consequences of risks, according to the marketing analyst (Anwar & Qadir, 2017).

3. Methodology

The investigation was carried out among Erbil's small and medium-sized businesses. The study investigated the use of competitive intelligence network systems in small and medium-sized enterprises (SMEs), especially in private hospitals. The researchers employed five different competitive intelligence network indicators to quantify the business success of SMEs. These metrics included extensiveness of network, third-party methodology, and business performance, as well as homophily, degree of change,

and promotion effort. In addition, in order to evaluate the overall success of the SMEs' businesses, the researcher employed a competitive intelligence network as a mediator for all five independent variables. The researchers decided to take a quantitative analytic method in order to get insight into the competitive intelligence network from the standpoint of SMEs. Random selection was used to distribute the questionnaire to a total of 130 administrative staff members working in private hospitals. 112 individuals were recruited to take part in this study from a variety of private hospitals located in the Kurdistan area of Iraq. The questionnaire contained 59 different items, each of which was measured using a five-point Likert scale ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree. The scale was set up so that 1 = strongly disagree meant the respondent strongly disagreed, 2 = disagree meant they disagreed, 3 = neutral meant they were neutral, and 4 = agree meant they agreed. The study developed below research hypotheses:

H1: Competitive intelligence network mediates extensiveness' network and Business performance.

H2: Competitive intelligence network mediates third-party technique and Business performance.

H3: Competitive intelligence network mediates Homophily and Business performance.

H4: Competitive intelligence network mediates Issue knowledge and Business performance.

H5: Competitive intelligence network mediates promotion effort and Business performance.

4. Analysis And Results

Table 1- KMO and Bartlett Sphericity Test of Self-rating Items

Factors	N of items	n	KMO	Bartlett test	
				Chi-Square	Sig
extensiveness network	10	124	.772	1871.3	.000
Third-party technique	9	124			
Homophily	11	124			
Issue knowledge	10	124			
Promotion effort	9	124			
Competitive intelligence network Embeddedness	11	124			
Business performance	10	124			

As we can see in Table 1, the result of KMO for all five independent variables (extensiveness network, duration of the change, change assessment, degree of change, and issue knowledge) and business performance as the dependent variable, as well as competitive intelligence network as the mediator

factor, is .751, which is higher than .001, which indicates that the sample size used for the current study was more than adequate. In addition, the result of the Chi-Square test was 2155.2, and the level of significance was 0.000.

Table 2: Reliability analysis

Factors	N of items	n	Cronbach's Alpha
extensiveness network	10	124	.791
Third-party technique	9	124	.737
Homophily	11	124	.721
Issue knowledge	10	124	.729
Promotion effort	9	124	.787
Competitive intelligence network Embeddedness	11	124	.776
Business performance	10	124	.755

As shown in table (2), the reliability analysis for 59 items was used to determine the impact of five independent variables (extensiveness network, Third-party technique, Homophily, degree of change, and Issue knowledge), as well as a dependent variable (Business performance) and a mediator factor (competitive intelligence Network). 8 items for Extensiveness network, 9 items for Duration of Change, 8 items for Change Assessment, 8 items for Degree of Change, 9 items for Issue knowledge, 9 items for Firm Performance, and 8 items for Competitive intelligence Network were distributed among the 59 questions. The researchers used reliability analysis to determine the reliability of each factor, with the following results: In terms of extensiveness network, the Alpha was discovered to be .791. The Alpha for Duration of the Change was found to be .737 with a sample size of 112 for 8 questions, indicating that all 8 questions used to test Extensiveness network were accurate for the current analysis. The Alpha for Change Assessment was found to be .729 with a sample size of 112 for 9 questions, indicating that all 9 questions used to test Duration of Change were accurate for the current analysis. The

Alpha for Issue Information was found to be .768 with a sample size of 112 for 8 questions, indicating that all 8 questions used to test Change Assessment were accurate for the current analysis. The Alpha for Promotion effort was found to be .791 with a sample size of 112 for 9 questions, indicating that all 9 questions used to test Issue information were accurate for the current analysis. The Alpha for Firm Performance was found to be .788 with a sample size of 112 for 9 questions, indicating that all 9 questions used to test Promotion effort were accurate for the current analysis. The Alpha for Firm Performance was found to be .739 with a sample size of 112 for 9 questions, indicating that all 9 questions used to measure Firm Performance were accurate for the current study. For Competitive intelligence Network , the Alpha was found to be .739 with a sample size of 112 for 8 questions, indicating that all 8 questions used to measure Competitive intelligence Network were reliable for the current study.

Testing Research Hypotheses

H1: Competitive intelligence network mediates extensiveness' network and Business performance.

Table 3-Hierarchal Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.007	.121		3.528	.000
	extensiveness network	.602	.027	.606	2.641	.000

2	(Constant)	1.114	.123		2.251	.000
	extensiveness network	.611	.041	.617	1.258	.001
	Competitive intelligence Network	.609	.025	.614	3.524	.000
a. Dependent Variable: Business performance						

A hierarchal multiple regression analysis was used to investigate the first research hypothesis, which claimed that competitive intelligence network mediates marketing intelligence and business performance (Table 4). The value of B = .602, the value of Beta = .606, and the P-value = .000 for model (1), the direct relationship between marketing intelligence and business performance, showed that there is a strong and optimistic relationship between marketing intelligence and business performance. Model (2), which used multiple regression analysis to discover both marketing intelligence as an independent factor and competitive intelligence network

as a mediator factor with business performance as a dependent factor, revealed that the value of B = .611, the value of Beta = .617 with P-value .001 as an indirect relationship between marketing intelligence and business performance. The results showed that marketing intelligence and business performance have a positive and significant direct and indirect relationship, and that competitive intelligence network plays a positive and significant mediating function between marketing intelligence and business performance.

Table 4: Sobel Test

Input:	Test statistic:	Std. Error:	p-value:
a .611	Sobel test: 12.71231682	0.02927075	0.000
b .609	Aroian test: 12.70452973	0.02928869	0.000
s _a .041	Goodman test: 12.72011826	0.02925279	0.000
s _b .025	Reset all	Calculate	

Table (4), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between extensiveness' network and Business performance, P-value = .000 this indicated that there is a significant and positive direct relationship between extensiveness' network and Business performance.

Furthermore, P-value is .000 as indirect relationship between extensiveness' network and Business

performance. Moreover, the results proved that there is a positive and significant direct and indirect relationship between extensiveness' network and Business performance, moreover competitive intelligence network has a positive and significant mediating role between extensiveness' network and Business performance.

H2: Competitive intelligence network mediates third-party technique and Business performance.

Table 5: Hierarchal Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.141		4.252	.000
	Third-party technique	.671	.043	.679	2.521	.000
2	(Constant)	1.321	.114		2.317	.000
	Third-party technique	.677	.072	.681	1.339	.000

Competitive Intelligence Network	.639	.031	.643	2.741	.000
a. Dependent Variable: Business performance					

Table (5), demonstrates a hierarchal multiple regression analysis to investigate second research hypothesis which stated that competitive intelligence network mediates third-party technique and Business performance. Concerning model (1) the direct relationship between third-party technique and Business performance, the value of $B = .671$, the value of $Beta = .679$ with $P\text{-value} = .000$ this indicated that there is a significant and positive relationship between third-party technique and Business performance. As for model (2) which applied multiple regression analysis to find both third-party technique as independent factor and Competitive intelligence

network factor, the findings showed that the value of $B = .677$, the value of $Beta = .681$ with $P\text{-value} = .001$ as indirect relationship between third-party technique and Business performance, on the other hand the value of $B = .639$, the value of $Beta = .643$ with $P\text{-value} = .000$ as mediation between Competitive intelligence network and Business performance. The findings proved that there is a positive and significant direct and indirect relationship between third-party technique and Business performance, moreover Competitive intelligence network has a positive and significant mediating role between third-party technique and Business performance.

Table 6: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.677	Sobel test: 8.55476351	0.05056867	0.000
b	.639	Aroian test: 8.54644263	0.0506179	0.001
s _a	.072	Goodman test: 8.56310874	0.05051939	0.002
s _b	.031	Reset all	Calculate	

Table (6), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between third-party technique and Business performance, $P\text{-value} = .000$ this indicated that there is a significant and positive direct relationship between third-party technique and Business performance. Furthermore, $P\text{-value} = .001$ as indirect relationship between third-party technique and Business performance. Moreover, the results proved that there is a positive and significant direct and indirect relationship between third-party technique and Business performance, moreover Competitive intelligence network has a positive and significant mediating role between third-party technique and Business performance. Table (7), demonstrates a hierarchal multiple regression analysis to investigate third research hypothesis which stated that Competitive intelligence network mediates change assessment and Business performance. Concerning model (1) the direct relationship between change assessment and Business performance, the value of $B = .611$, the value of $Beta = .617$ with $P\text{-value} = .000$ this indicated that there is a

significant and positive significant mediating role between third-party technique and relationship between change assessment and Business performance. As for model (2) which applied multiple regression analysis to find both change assessment as independent factor and Competitive intelligence network as a mediator factor with Business performance as dependent factor, the findings showed that the value of $B = .622$, the value of $Beta = .629$ with $P\text{-value} = .001$ as indirect relationship between change assessment and Business performance, on the other hand the value of $B = .633$, the value of $Beta = .639$ with $P\text{-value} = .000$ as mediation between Competitive intelligence network and Business performance. The findings proved that there is a positive and significant direct and indirect relationship between change assessment and Business performance, moreover Competitive intelligence network has a positive and significant mediating role between change assessment and Business performance.

Table 7: Hierarchal Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.714	.274		1.251	.000
	Homophily	.592	.073	.597	2.599	.000
2	(Constant)	1.441	.127		2.993	.000
	Homophily	.528	.092	.531	1.7125	.000
	Competitive intelligence Network	.607	.052	.611	1.528	.000

a. Dependent Variable: Business performance

Table 8: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.528	Sobel test: 5.15031023	0.06222848	0.001
b	.607	Aroian test: 5.13515762	0.06241211	0.000
s _a	.092	Goodman test: 5.16559777	0.06204432	0.002
s _b	.052	Reset all	Calculate	

Table (8), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between change assessment and Business performance, P-value =.000 this indicated that there is a significant and positive direct relationship between change assessment and Business performance. Furthermore, P-value is .000 as indirect relationship between change assessment and Business performance. Moreover, the results proved that there

is a positive and significant direct and indirect relationship between change assessment and Business performance, moreover Competitive intelligence network has a positive and significant mediating role between change assessment and Business performance.

H4: Competitive intelligence network mediates Issue knowledge and Business performance.

Table 9: Hierarchal Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.663	.322		1.881	.000
	Issue knowledge	.588	.019	.592	1.775	.000
2	(Constant)	1.524	.214		1.882	.000
	Issue knowledge	.591	.046	.595	1.638	.000

Competitive Intelligence Network	.644	.077	.649	1.523	.000
a. Dependent Variable: Business performance					

Table (9), demonstrates a hierarchal multiple regression analysis to investigate fourth research hypothesis which stated that competitive intelligence network mediates Issue knowledge and Business performance. Concerning model (1) the direct relationship between Issue knowledge and Business performance, the value of B = .588, the value of Beta = .592 with P-value =.000 this indicated that there is a significant and positive relationship between Issue knowledge and Business performance. As for model (2) which applied multiple regression analysis to find both Issue knowledge as independent factor and Competitive intelligence network as a mediator factor

with Business performance as dependent factor, the findings showed that the value of B =.591, the value of Beta = .595 with P-value .001 as indirect relationship between Issue knowledge and Business performance, on the other hand the value of B =.644, the value of Beta = .649 with P-value .000 as mediation between Competitive intelligence network and Business performance. The findings proved that there is a positive and significant direct and indirect relationship between Issue knowledge and Business performance, moreover Competitive intelligence network has a positive and significant mediating role between Issue knowledge and Business performance.

Table 10: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.591	Sobel test: 7.00930741	0.0542998	0.002
b	.644	Aroian test: 6.9944425	0.0544152	0.003
s _a	.046	Goodman test: 7.02426751	0.05418416	0.002
s _b	.077	Reset all	Calculate	

Table (10), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between Issue knowledge and Business performance, P-value =.002 this indicated that there is a significant and positive direct relationship between Issue knowledge and Business performance. Furthermore, P-value is .003 as indirect relationship between Issue knowledge and Business performance. Moreover, the results proved that there

is a positive and significant direct and indirect relationship between Issue knowledge and Business performance, moreover Competitive intelligence network has a positive and significant mediating role between Issue knowledge and Business performance.

H5: Competitive intelligence network mediates promotion effort and Business performance.

Table 11: Hierarchal Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.711	.3111		7.885	.000
	Promotion effort	.633	.082	.637	1.336	.000
2	(Constant)	1.663	.231		1.699	.000
	Promotion effort	.691	.022	.695	1.661	.000

COMPETITIVE INTELLIGENCE NETWORK	.642	.091	.647	1.339	.000
a. Dependent Variable: Business performance					

Table (11), demonstrates a hierarchal multiple regression analysis to investigate fifth research hypothesis which stated that Competitive intelligence network mediates promotion effort and Business performance. Concerning model (1) the direct relationship between Issue knowledges and Business performance, the value of B = .633, the value of Beta = .637 with P-value =.000 this indicated that there is a significant and positive relationship between promotion effort and Business performance. As for model (2) which applied multiple regression analysis to find both promotion effort as independent factor and Competitive intelligence network as a mediator

findings showed that the value of B =.691, the value of Beta = .695 with P-value .001 as indirect relationship between promotion effort and Business performance, on the other hand the value of B =.642, the value of Beta = .647 with P-value .000 as mediation between Competitive intelligence network and Business performance. The findings proved that there is a positive and significant direct and indirect relationship between promotion effort and Business performance, moreover competitive intelligence network has a positive and significant mediating role between promotion effort and business performance.

Table 12: Sobel Test

Input:		Test statistic:	Std. Error:	p-value:
a	.691	Sobel test: 6.88344068	0.06444771	0.000
b	.642	Aroian test: 6.88012193	0.0644788	0.002
s _a	.022	Goodman test: 6.88676424	0.06441661	0.002
s _b	.091	Reset all	Calculate	

Table (12), illustrates the findings of Sobel test to find the mediation analysis, the result demonstrates the direct relationship between promotion effort and business performance, P-value =.000 this indicated that there is a significant and positive direct relationship between promotion effort and Business performance. Furthermore, P-value is .002 as indirect relationship between promotion effort and Business performance. Moreover, the results proved that there is a positive and significant direct and indirect relationship between promotion effort and business performance, moreover competitive intelligence network has a positive and significant mediating role between promotion effort and Business performance.

5. Conclusions

According to a high-level assessment of the respondents, the competitive intelligence network diagnosis and clarification of the findings have an influence on marketing strategy decisions in Erbil's five-star small and medium firms. The degree that could be attained by looking ahead and seeing the

highest level, which, in the long run, provides potential marketing strategy systems and diagnoses additional opportunities before other small and medium businesses would catch up, appeared to be too large in the results. Despite the fact that looking ahead and seeing the highest level could provide these benefits, this was not the case. These similar observations lend credence to the idea that there was a peak stage. Approaches that are successful for small and medium-sized businesses may be comprehended via the lens of opportunity diagnosis. The study that was presented showed a strong readiness to convince workers in small and medium-sized enterprises to believe in future vision and the capacity to anticipate the future. This helps me make informed judgments about my firm. This research provides evidence that small and medium firms have a high level of strategic foresight, understanding, and planning. According to the findings of the study, higher-level thought methodology was accomplished, as was the development of systems that react to the enthusiasm of management in small and medium businesses to dedicate time to gathering information from a variety

of sources. According to the findings of the research, owners of small and medium-sized businesses make time in their schedules to compile data from a variety of different sources. The findings indicated that a significant amount of potential foresight exists. Knowledge of marketing is sought out by small and medium businesses for the purpose of making strategic decisions. In addition, small and medium businesses work to implement concrete methods in small and medium business voluntary community quota requirement material. This makes marketing strategy decisions simpler to understand and put into practice. By making use of the findings from high-level research, the skill manager will investigate the patterns and elements that contribute to high-level performance in small and medium-sized enterprises. The findings demonstrated a high degree of motivation, with this metric showing a readiness to pay workers to carry out the ambitions and perceptions of small and medium-sized businesses. The findings also showed a greater level of motivation in other areas of study. The findings, which are a component of business intelligence, revealed a high degree of innovation, which indicates a willingness to provide creative solutions to the marketing issues faced by small and medium-sized businesses as well as a never-ending quest for new ways to provide services to small and medium-sized businesses. Findings of a high level were obtained as a result of the marketing campaign options that were made accessible to the management of small and medium-sized companies, as well as the forecasting of the future and the provision of services to small and medium-sized enterprises.

Hierarchical multiple regression and the Sobel test were the methods that the researchers utilized in order to study the function that competitive intelligence networks have in influencing market performance at small and medium firms in the Kurdistan area of Iraq. The researchers, however, used five different aspects of competitive intelligence networks to quantify their direct influence on market efficiency at small and medium firms (extensiveness network, third-party strategy, homophily, issue awareness, and promotion effort). In addition, in order to evaluate the influence of competitive intelligence networks' influence on company performance, the researchers employed competitive intelligence networks as a mediator. This enabled the study to investigate the indirect function played by the competitive intelligence network.

As for the first research hypothesis, the findings support the idea that there is a direct connection

between the extensiveness of a network and the performance of a business. The P-value of.000 demonstrates that there is a significant and promising direct connection between the extensiveness of a network and the performance of a business. Furthermore, the P-value for the indirect relationship between having a large network and being successful in business is.000. In addition, the findings pointed to the existence of a positive and significant direct and indirect relationship between extensiveness networks and business performance, as well as a positive and significant mediating function for competitive intelligence networks between extensiveness networks and business performance. [C]onclusions: [C]onclusions: [C]onclusions: In terms of the second research hypothesis, the findings support the idea that there is a direct connection between third-party technique and business performance. The Pvalue of.000 for this hypothesis indicates that there is a significant and promising relationship between third-party technique and business performance. Furthermore, the P-value for the indirect relationship between third-party technique and firm success is.001. This indicates that the relationship is statistically significant. In addition, the data demonstrated that a favorable and relevant direct and indirect link exists between the utilization of third-party techniques and the performance of an organization. A positive and substantial role is played by competitive intelligence networks in mediating the connection between third-party technologies and the success of businesses. Regarding the third research hypothesis, the findings support the idea that there is a direct connection between change assessment and business performance. The fact that the P-value for this hypothesis was 0.00 indicates that there is a significant and promising connection between change assessment and business performance. In addition, the P-value for the indirect association between change evaluation and company success is 1.000. This indicates that the relationship is statistically significant. In addition, the data demonstrated that a favorable and relevant direct and indirect link exists between change assessment and the performance of an organization. In the relationship between homophily and the success of a company's commercial endeavors, the competitive intelligence network serves as an effective and essential mediator. In terms of the fourth research hypothesis, the findings support the proposition that there is a direct connection between issue knowledge and business performance. The findings, with a P-value of.002, support the hypothesis that there is a strong and hopeful direct

relationship between issue knowledge and business performance. Furthermore, the P-value for the indirect relationship between knowledge of the issue and business success is 0.003. A positive and significant direct and indirect relationship between issue awareness and business performance was found to exist, as was a positive and significant mediating function in the competitive intelligence network between issue knowledge and business performance. In addition, the findings revealed a positive and significant relationship between issue knowledge and business performance. The fifth research hypothesis was tested, and the results showed that there is a direct relationship between promotion effort and business performance. The P-value for this hypothesis was 0.000, which indicates that there is a significant and promising direct relationship between promotion effort and business performance. Furthermore, the indirect relationship between marketing efforts and business performance has a P-value of 0.002, indicating that the two are related. In addition, the findings demonstrated a positive and significant direct and indirect relationship between promotion effort and business performance, as well as a positive and significant mediating function for the competitive intelligence network between promotion effort and business performance. Moreover, the findings uncovered the existence of a direct and indirect relationship between promotion effort and business performance.

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