



THE ROLE OF INTELLECTUAL CAPITAL IN PROMOTING STRATEGIC BEHAVIOR

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Article history:	Abstract:
Received: 7 th September 2023 Accepted: 7 th October 2023 Published: 8 th November 2023	The research aimed to know the role of intellectual capital in promoting strategic behavior, as well as highlighting the nature of the relationship between the variables of the current research, intellectual capital, which includes dimensions (human capital, structural capital, relational) and strategic behavior represented by dimensions (prospector behavior, behavior The Defender, Analyst Behavior, Respondent Behavior), as the research problem raised multiple questions in order to clarify the research problem and its tainted questions, the most important of which is the role of intellectual capital in enhancing the strategic behavior of the company, the research sample, and the Maysan Oil Company was chosen among the group of formations of the Ministry Iraqi oil as a field for the current research, as the research field targeted the administrative leaders in the researched company, who numbered (425) and the research sample included (278) of the company leaders, as mathematical and statistical methods and tools were adopted such as percentage, arithmetic mean and frequencies, The research concluded that the research sample company focused on its resource of intellectual capital and benefiting from it and investing it in promoting strategic behavior and using it as a point of strength to confront environmental and economic changes in the Iraqi and global oil sector, as well as a set of recommendations that were reached, the most important of which is the optimal use of capital Intellectual organization and transforming the organization's weaknesses into strengths.

Keywords: Intellectual capital, strategic behavior

INTRODUCTION

Organizations face fluctuating and changing environmental conditions, which force them to use their maximum skills and capabilities in order to survive the intense competition that has become a constant feature in the markets, and not only survival. For successful organizations, they must gain the most marketing share that qualifies them for significant profits, and certainly this does not come from Rather, the organization must focus on its strengths and invest them in a smart way that stimulates other latent skills in the organization, which reflects positively on the organization's status and revenues, and it is certain that these strengths depend on the type and size of the organization's resources such as its intellectual capital, which In one way or another, it stimulates and enhances the skill set within the organization and raises the balance of its strengths to catch up with the leading organizations in the market.

CHAPTER ONE

Research Methodology

Firstly: the research problem

The research problem focuses on the organizations' need today for a strategic behavior that is able to proactively extrapolate market variables to protect them from the shocks of change and deal with these changes in a way that turns them into positive variables that are in the interest of the organization. Certainly, the method of dealing with market changes needs a set of skills that will enhance the strategic behavior of the organization, so the research sought to know the role of intellectual capital in enhancing the strategic behavior of (Maysan Oil Company). And defining the organization's strategy according to the dimensions of its strategic behavior and the role played by the components of intellectual capital in promoting this behavior, as well as knowing the most important variables that occur in the strategic plans that the organization will follow after investing its intellectual capital optimally, and from this standpoint a group of questions emerge that our current research will adopt the answer About them are as follows:

1. What is the role of intellectual capital in influencing the organization's strategic behavior?
2. What is the need of (Maysan Oil Company) for intellectual capital in enhancing its strategic behavior to define its strategy in the best way?
3. What are the changes that occur in the behavior of the company after investing its intellectual capital is the best investment?
4. What is the type and nature of the relationship between intellectual capital and strategic behavior?

Secondly: Research objectives

1. Determine the availability of intellectual capital components in the researched company.
2. Determine the availability of strategic behavior dimensions in the researched company.
3. Diagnosing the type of nature of the relationship between the research variables represented by intellectual capital and strategic behavior.
4. Determine the level of influence of intellectual capital on strategic behavior.

Third: the importance of research

Our current research aims to shed light on the role of intellectual capital in developing and enhancing the organization's skillset, as well as revealing the difference in the researchers' viewpoints about the contribution of research variables to enhancing the organization's strengths, but rather transforming organizations' weaknesses into strengths by changing their strategy. In a way that reflects the circumstances to their advantage, the importance of the research is also centered in helping researchers to benefit from discovering the link and influence between the variables of the current research, not to mention supplying Iraqi libraries with the new lighting that the research adds in the field of business administration. In addition to targeting the Iraqi oil sector and determining the strategic reinforcements it needs that would reflect positively on the country's economic reality.

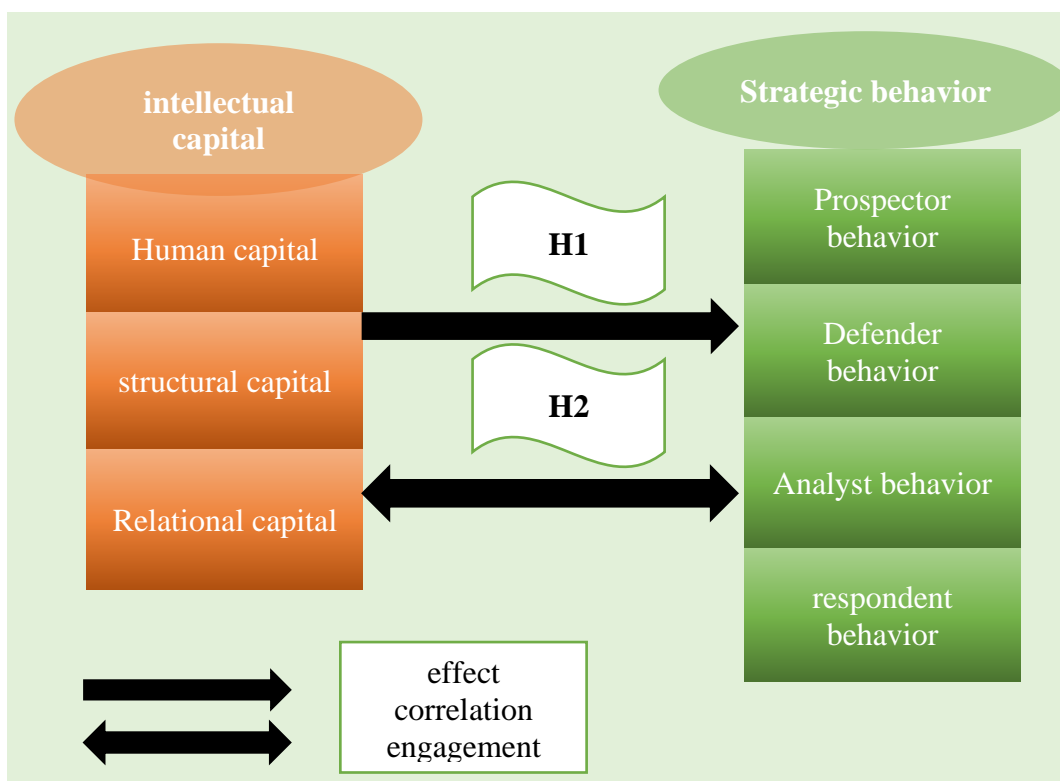


Figure No. (1) The hypothetical diagram of the relationship between intellectual capital and strategic behavior

Fourthly: Research Hypotheses

This paragraph presents, based on the variables and the problem of the current research, a set of hypotheses that have been formulated, with the aim of summarizing and clarifying the influence and correlation relationship between The search variables are as follows:

The first main hypothesis:(crowned-D relationship-Arrange-Significant I-Morale-A B-n intellectual capital and strategic behavior).

The second main hypothesis:(J-Found-Significant ether-Maan-Why didn't-change Intellectual capital in strategic behavior).

CHAPTER II

The Theoretical Side

Firstly: The Concept Of Intellectual Capital

The term "intellectual capital," as we use it in contemporary times, dates back to the 1990s and was defined by (Stewart ,1991) as the "brainpower" of a firm. In a later article, Stewart described it as the sum of everything that everyone in a company knows that gives it a competitive advantage. Intellectual capital is intellectual material, knowledge, experience, intellectual property, information that can be used to create wealth. (Dumay et al, 2020: 3). Intellectual capital is defined as the new invisible asset and more recently it is "knowledge of value to an organization". Employees, knowledge and experience that is shared with their organization in order to add value is also the "relationships of the organization or network of partners and their satisfaction and loyalty to the company" (Hashim et al 2015:207). It is also defined as the ability of the company to exploit opportunities in order to create value.(Gogan et al 2016:195) (Martín et al 2019: 555) On the other hand, intellectual capital is seen as intangible resources that generate value for an organization. It is also defined as " Accumulated useful knowledge". It is also defined as a set of intangible assets such as resources, competencies and capabilities that not only increased organizational performance but also led to value creation. Moreover, Kim, Yu and Lee described it as a non-monetary asset that eventually reaped economic benefits. Intellectual capital also includes a set of human competencies, knowledge, ability, skills, experience, and customer relationships that provide a competitive advantage for the organization in the market (Chahal, & Bakshi, 2016:63). If is the intangible assets that play an important role in the process of creating the company's wealth, but are not recorded in the company's balance sheet like physical assets (Nadeem et al, 2019:1). It also indicates the total intellectual assets owned by the company. So is all the intangible resources that a company can use to achieve a competitive advantage (Hussinki et al, 2017:4-5). Ozkan defines it as intangible assets that are not explicitly included in the company's balance sheets, but that positively affect its performance (Ozkan et al, 2017:2).

Secondly: Components of Intellectual Capital

Views differed on the components of intellectual capital explained (Golovko & Bayburina, 2009: 538) that intellectual capital, human capital, structural capital, organizational capital, client capital, process capital, innovation capital, and according to (Bontis et al, 2000:208) intellectual capital consists of human capital Structural capital, customer capital, social capital, technological capital, and spiritual capital. Intellectual capital, on the other hand, consists of human capital, structural capital, customer capital, social capital, technological capital, and spiritual capital according to (Hashim et al. al, 2015: 207). Intellectual capital consists of two main components: human capital and organizational capital from the point of view of (Goebel et al, 2015: 4). It was defined as human capital, structural capital, customer capital, and renewable capital. and trust capital. And entrepreneurial capital from the point of view of (Hussinki et al, 2017:4). The other point of view is "customer focus, process focus, human focus and focus on renewal and development," along with financial focus (Dumay et al 2020:4). Likewise, the view that the components of intellectual capital are human capital, customer capital, structural capital, social capital, technological capital, and spiritual capital (Khalique et al, 2015:227), while it consists of human capital and social capital. From the point of view of (Berezinets et al 2016:639), unlike the other point of view that identified intellectual capital with human capital, innovative capital, organizational capital, and social capital (Dost et al, 2016:580). While the views agreed such as (Gogan et al 2016:196) (Gogan and Vieira, 2018:24) and (Chahal, & Bakshi, 2016:61), (Allameh, 2018:5) and (Dumay , 2016:178), (Ozkan et al, 2017:192) and (Bontis et al, 2018:3) that the components of intellectual capital are three components: human capital, structural capital, and customer capital. Therefore, it will be adopted in this research.

1. Human capital

It is a combination of genetic inheritance, behavior, education, and people's experience in their lives and actions. The most valuable asset in any business is human resources compared to other resources or equipment. However, it is also believed to be the most overlooked asset by companies. A person can be considered an asset of value or a liability to an organization. Human capital also refers to the skills, knowledge and experience of experts or employees that are shared with their organization in order to add value .(Hashim et al 2015: 208). In another opinion, human capital refers to the characteristics and intellectual qualities of people in the organization (Gogan et al 2016: 195). Also, the main characteristics of human capital include learning, education, expertise, experience, and employee behavior.

2. Structural Capital

Structural capital consists of concepts, models, patents, computers, and a system that is built by employees, but owned by the organization. It also means the ability of the organization to meet the demand of its customers. Recent evidence indicates that a good organizational structure, together with skilled personnel providing efficient and quality services will lead to better performance of the organization (Structural capital also represents the supporting infrastructure of the organization, which consists of important sub-dimensions such as systems, programs, information technology, and organizational culture, in addition to innovation and development that enhance the capabilities of employees to do work (Chahal, & Bakshi, 2016:61-64). It is also defined as the stockpile of non-human knowledge in an organization, which includes databases, organizational charts, operating instructions, strategies, and anything that gives the organization more value than tangible assets, i.e. H. It is another aspect of intellectual capital that covers a wide range of essential elements such as an organization's important operating processes, its structure and policies, information flows and database elements (Allameh, 2018: 5-7). Structural capital also includes an organization's systems, structures, and operations, and includes non-physical components such as databases, organizational charts, management processes, and business policies (Ozkan et al, 2017:192). Furthermore, it is the backbone of organizations, including all non-human knowledge stores found in systems, processes, databases, networks, operating manuals, and routines (Khalique et al., 2015: 228). Structural capital is the supporting infrastructure of human resources and knowledge and includes many relevant elements such as innovative behavior, investment in communication activities, credentials for sustainability and quality, and the dissemination of corporate culture among employees, volunteers and board members. The introduction of sustainability or quality certifications can represent and bring about fundamental changes in business philosophy and company practices (Bontis et al., 2018: 5). Structural capital is also understood to include routine procedures, databases, patents, processes, structures, culture, information systems, mechanisms, plans, evidence and strategies, i.e. H. Degree of benefit from technical knowledge and R&D efforts. Traditionally, IT systems are embedded in the structural capital of firms, as they play a vital role in the structural intelligence of modern organizations (Inkinen, 2015: 527). Structural aspects also involve the connectivity of the network (to determine who communicates with whom and maintain the network) (Dost et al 2016: 678).

3. Relational capital

Relationship capital, also known as joint capital or outside capital, includes relationships with customers, suppliers, government or related industry bodies, as well as brand names, trademarks and reputation. Likewise, it refers to "the organization's relationship or network of partners, their satisfaction and loyalty to the company" (it includes elements related to the trust and loyalty an organization gains by maintaining good relationships with customers and other members of the community Therefore (Chahal, & Bakshi, 2016:61-63). From another perspective, it refers to the total assets that regulate and manage the relationship with the environment. This investment includes the company's relationship with customers, shareholders, suppliers, competition Adversary relations, government, public institutions and society (Allameh, 2018: 5). (Hussinki et al., 2017: 5) argue that this is also a value embodied in **relationships** with customers, suppliers, partners, institutions and other similar stakeholders. This means regulating and managing all the intangibles of corporate relationships. It covers the relationship of an organization with its customers, suppliers, shareholders and other stakeholders from the following perspectives (Ozkan et al, 2017: 3). An organization's customer equity includes its brand value, strong customer network, customer loyalty and satisfaction, all of which are positively related to organizational performance (Khalique et al, 2015:5). **Specifically**, it is about the entirety of current and potential resources either derived from or documented through networks of personal and/or organizational relationships. company. However, it can be seen that the customer relationship is the most important (Bayraktaroglu et al, 2019: 4). Finally, relationship-centric capital (eg relational and customer) consists of the value and knowledge embedded in a company's external relationships, such as its communications with its customers, suppliers, distributors, partners, the community and all related parties. for the company." Other descriptions highlighted the scale of client relationships but also explicitly included the firm's former intangible assets as factors that constitute client capital. Therefore, it appears that the concepts of client and relational capital overlap at least partially (Inkinen, 2015:519-526).

STRATEGIC BEHAVIOR

Firstly: the concept of strategic behavior

Strategic behavior is defined as the design of a set of decisions taken by the organization, aimed at influencing the market structure in order to increase its profits .j Affect the market variables (price, quantity, profit) and this includes each of consumer perceptions, technology, cost, by manipulating the market structure, as its balance depends largely on the expectations of the behavior of competing institutions((Luo et al., 2015: 45).Strategic behavior is the general definition of the activities undertaken by companies with the aim of influencing the market environment in which they compete .as Strategic behavior includes activities that affect the competitors, prompting them to cooperate in order to raise joint profits, or to undertake independent activities to increase the profits of the company at the expense of the competing party.(Grunig, 2018: 3).Strategic behavior refers to interest in performance in order to achieve plans long-term enterprises(Tarakci et al., 2018: 1142).It is also defined as the policies pursued by enterprises in light of the prevailing industry structure and behavior in the direction of Institutions competing with it in order to achieve the

objectives of the institution in the long term. (Olson & Waguespack, 2020:2). Strategic behavior is also defined as a long comprehensive plan of action term, specify the implementation of the activities of the enterprise to achieve one or more long-term goals, in a specific market using specific resources in a changing environment, and building Accordingly, this strategic plan constitutes a platform that guides the management in making key decisions regarding the area of focus, i.e. the markets in which it is used and the products it offers, which leads to the achievement of the objectives(Svobodová & Rajchlová, 2020:6). And he know also that Sister try Innovatively implement best practices to accomplish the job in line with the organization's objectives (Moffett et al., 2016: 5). Strategic behavior refers to awareness when doing business in line with the institutions vision and mission And always try to cultivate behavior B Orientation of the goals of the enterprise (Kavner & Xia, 2021:2).Strategic behavior is the purposeful use of the communication function to achieve behavioral change among decision recipients ,That is, communicating strategically involves communicating to LCSWith a heart Tell the audience in order to take the necessary actions that ensure the achievement of the purpose of communication(Bashir et al., 2022:4).

Secondly: dimensions of strategic behavior

according to (Dal Magro et al, 2017:114) It is for behavior Strategist Three dimensions are prospector behavior, advocate behavior, and analyst behavior.

1- Prospective behavior

And Excavators are companies that seek leadership in market and product development, and they compete primarily on the basis of exploiting market opportunities and being the first movers to introduce or change the production line. .And This type of company strives to constantly explore new market opportunities by experimenting with systematic responses to evolving environmental drifts. As that Companies that implement this type of strategy have a desire to innovate, Thrive by pursuing risky behavior, embracing new technologies, and maintaining an external focus. And Excavators are often seen as creators of change and uncertainty, but they lack complete competence in operations. Due to their focus on innovation, prospectors are required to possess significant competencies in their activities especially R&D and IT capabilities to accelerate internal communication and functional integration which is critical, as Prospectors have the most complex mechanisms (because they rely heavily on new product development as the main source of competitive advantage. Companies that follow such a strategic orientation have bold innovative strategies that cannot be easily programmed, which generates a state of-n not to-Qin.so T—prosper h-These companies live in dynamic and volatile environments .Haj Youssef & Christodoulou, 2017:70) (. So Characteristics prospectors like to respond quickly to environments, create and exploit new product and market development. They are also more dynamic than organizations in the same industry. While analyzing each strategic attribute, Miles WS now (1978) evaluated the prospector strategy with the highest level of risk because this strategy needs a lot of company resources, and if the business does not control and does not provide good supervision control, potential damage will occur (Liem Hien, 2020:56). And seeking the organizations Related prospecting strategies to develop new services and products and explore new markets And These companies rely more on employee monitoring because of the environment in which the employees perform various tasks, which does not have well-planned procedures and structures. In addition, in companies that adopt a prospecting strategy, employee monitoring is enhanced due to the provision of new services, exclusive products, and flexibility to meet the needs of employees. Client (Bortoluzzi et al., 2020:4).. F Prospectors are organizations that constantly look for market opportunities and regularly experiment with potential responses to emerging environmental trends. In the public sector, prospectors often attempt to increase budgets and lead the development of new products and services, as The preferred strategic operations of prospectors are based on intuition and relying on the push and pull of organizational policies F Prospectors are willing to expand or reduce their activities, depending on the opportunities or threats they face, so the planning cycle is rarely systematic or complete F For prospectors, the goal is to be the first to market a new product, with innovation as the key to their success .F They focus in Their efforts to grow and innovate more consistently than other strategic types.

2- Defender behavior

Advocates are organizations that offer a stable portfolio of products with little or no involvement in market/product development. They achieve this by securing and protecting market niches, maintaining internal focus along with competition based on efficiency (cost), price, service delivery, quality, etc., thus offering limited products or services compared to other competitors. However, the disadvantages of Defenders are seen in their inability to adapt to environmental changes because they have an inward orientation by which they ignore other product/market areas to identify new opportunities. ,Unlike prospectors, advocates do not focus on enhancing research and development activities. Instead, they tend to have high levels of market connectivity, marketing, and production capabilities and focus heavily on process improvements, resource efficiency, and cost reduction. .Such companies mainly pursue stable fields and unchanging environments, which provide few options for executives (low discretion) and all actions must be aligned with the stability of the external environment .F In such an environment, companies are supposed to have pre-determined procedures and operate in a manner that focuses on efficiency of operations and possesses an internal orientation, thus, from likely To expect a strategic orientation of the defender. also ,the An environment that offers reduced freedom of action ,The actions of the executives are constrained, thus the executives are expected to continue the policies and strategies of the past and are not allowed to deviate from the status quo, which ultimately leads to the guns(Haj Youssef & Christodoulou, 2017:70). and tend organizations Related strategies advocate planning that is more assimilated by employees, who are already accustomed to the culture of the organized

(Bortoluzzi et al., 2020: 6) .And Defender's strategy maintains the market with current products led by low cost (Puyo et al., 2022:37)..From this point of view Advocates are organizations that view new product development in a conservative manner, And They usually compete on price and quality rather than on new products or markets and focus on improving the efficiency of their existing operations .And Public sector advocates are likely to focus on low-risk strategies And Designed to increase the efficiency of their existing services. And Advocates adopt a centralized structure to maintain control over effective services focused on core business or service objectives .as Advocates undertake much formal planning, collecting and analyzing large amounts of data on service needs, evaluating options to meet those needs, and using advanced technologies to balance the costs and benefits of each option. Advocates plan extensively, in detail, and carefully evaluate any proposed changes in technology and procedures before any action is taken. And I usually direct Advocacy organizations its products or services to a clearly defined market and assures a stable group of products and customers .F They are constantly striving for technical update a Current counts to maintain efficiency. Innovative change, growth and diversification are gradually achieved through market penetration (Hawrysz, 2020:4).

3- Analyst behavior

This strategy is the most challenging to follow considering the balance that must be maintained between innovation (risk-taking behavior) and efficiency in operations And Because this is the midpoint between two extremes (the prospector and the defender), analysts are expected to measure in environments that provide moderate levels of managerial discretion. Environments with moderate levels of discretion are acceptable for a limited set of actions and tolerable for some strategic changes (Haj Youssef & Christodoulou, 2017:70). And Analysts form a midway class between a prospector and a defender .so Analysts adopt intermediate structures and processes based on an emphasis on proactive or conservative strategy. So Analysts exhibit characteristics of both Advocates and Prospectors in that they seize on scaling and reach by quickly following first mover steps while also relying on a strong position in a few core product/service categories or among a stable core of customers. (Hawrysz, 2020:5) so Prospectors and Defenders summarize both sides of the strategy at the business level. As a middle point, "analysts" are companies that possess an intermediate type with a unique set of characteristics of both prospectors and advocates. Tend to be second movers after market prospectors/product development; Make slower and fewer changes to their products than Prospectors but at the same time less devoted to efficiency and stability than Defenders .And Analysts work selectively, in other words, they mimic and track prospectors in adopting new products and exploiting market opportunities but only those that have shown a successful return. Hence, the analysts adopt strategy "Second but better" (Puyo, et al., 2022:37).

4- Respondent Behavior

The behavior of the respondent represents a group of organizations that do not have fixed or forward-looking strategies. Because of the environmental pressures, it is difficult for the respondent to align the structure and strategy. Therefore, it is rare for him to modify his behavior and strategy, and he finds himself dependent on responding to market changes on a temporary and uneven basis. The transparent correlation between structure and strategy does not create a competitive advantage (Gnjidic,2014:96). As The results indicate that the companies adopting a reactive strategy practice earnings management to reduce profits compared to the companies with the prospector-analyst-advocate strategy. On the other hand, the opposite happens with companies that adopt a reactive strategy, where a higher level of earnings management is found to have a profit-reducing effect. (Dal Magro et al., 2017:133).

THE CHAPTER THE THIRD

Practical Side

Firstly- normal distribution test to a variable The Independent intellectual capital The dependent variable is strategic behavior

appears from schedule (1) The main variable (intellectual capital) has reached its test value (0.125) Significant percentages reached the value of the test(0.220), since the standard level for this value is(0.05)It is clear that it has exceeded it, and this confirms that the data is subject to the moderation of the normal distribution, which enables the researcher to use it Tools parametric in analysis data . as also appears from schedule (1) Also, the main variable (strategic behavior) has reached its test value (0.114) Significant percentages reached the value of the test (0.310), since the standard level for this value is (0.05) It is clear that it has exceeded it, and this confirms that the data is subject to the moderation of the normal distribution, which enables the researcher to use it Tools parametric in analysis data.

Schedule (1): Kolmogorov-Smirnov's test to a variable The independent intellectual capital and the dependent variable strategic behavior

One-sample Kolmogorov-Smirnov test			
the teachers variants		intellectual capital	strategic behavior
N		278	278
Normal	Mean	3,531	3.5912

parameters, b	std. Deviation	.60247	.62568
Most Extreme Differences	Absolute	.125	114.
	Positive	.040	.051
	Negative	-.056-	-.047-
Test Statistic		.056	.051
asymp. Sig. (2-tailed)		.220c,d	.310c,d

Source: program output (SPSS V.23).

Secondly Description and statistical analysis of the study variables

1- Description and diagnosis the a variable The Independent intellectual capital AI together.

The table shows (2) Descriptive statistics of the main intellectual capital variable have been achieved middle An arithmetic value of (3.530), a standard deviation value of (0.602), and a coefficient of variation of (17.05) and the achieved relative importance was (70.60) This indicates that this variable has acquired level Importance high According to the answers of the sample, these results indicate the availability of a level high There is agreement among the respondents about the presence of paragraphs a variable Field intellectual capital a. This indicates that the oil company, the study sample, cares fairly well about the level of intellectual capital owned by the company's members, and it seeks to improve the level of their accumulated experience and personal skills and maximize their thinking capabilities in order to benefit from it in strengthening work procedures and strengthening their sense of team spirit and presenting a variety of services.

Schedule (2):Descriptive statistics for a variable intellectual capital

Dimensions	Arithmeti c mean	standard deviation	Factor the difference %	Importance relative %	dimension level	Ranking dimensi ons
human capital	3,574	0.652	18.25	71.49	High	1
structural capital	3,533	0.698	19.75	70.66	High	2
relational capital	3,483	0.670	19.23	69.65	High	3
The general rate of the intellectual capital variable	3,530	0.602	17.05	70.60	High	-

Source: Prepared by the researcher based on the outputs of the programs (Microsoft Excel) and (SPSS).

2- Description and diagnosis of the variant affiliate strategic behavior Altogether.

The table shows (3) Descriptive statistics of the main strategic behavior variable has been achieved middle An arithmetic value of (3.591), a standard deviation value of (0.584), and a coefficient of variation of (16.27) and the achieved relative importance amounted to (71.82) This indicates that this variable has acquired level Importance high According to the answers of the sample, these results indicate the availability of a level high Of the agreement among the sample members about the existence of dimensions strategic behavior In the field This confirms that the oil company is the study sample It is concerned with enhancing the level of strategic behavior of its staff by encouraging them to adopt the dimensions of prospector behavior in completing tasks, implementing job duties, defensive behavior, and analyst behavior in providing developed ideas for the level of services provided, as well as the importance of responsive behavior and response to various developments in the oil field.

Schedule (3) descriptive statistics for a variable strategic behavior

Dimensional arrangement	dimension level	Importance relative %	Factor the difference %	standard deviation	Arithmetic mean	dimensions
2	High	71.35	18.24	0.651	3,567	prospective behavior
4	High	70.31	19.36	0.681	3,516	defensive behavior

1	High	75.13	17.93	0.674	3,756	following the responsive behavior
3	High	70.50	19.10	0.673	3,525	the analyzed behavior
-	High	71.82	16.27	0.584	3,591	General average strategic behavior

Source: Prepared by the researcher based on the outputs of the programs (Microsoft Excel) and (SPSS).

Third : Stability test of the measuring instrument

To determine rate sincerity a tool measurement with regards for variables and dimensions sub depending on answers Individuals the sample It was completed Approval Factor Cronbach Alpha. As shown in Table (4).

The Schedule (4) stability coefficients For the main variables and their sub-dimensions

	variables and dimensions	Cronbach alpha coefficient
1.	Human capital	0.806
2.	structural capital	0.843
3.	Relational capital	0.787
4.	intellectual capital	0.903
5.	Prospector behavior	0.865
6.	Defender behavior	0.874
7.	Analyst behavior	0.703
8.	respondent behavior	0.706
9.	strategic behavior	0.937

Source : program outputs SPSS V.23.

Table (4) shows the values of the research variables and its sub-dimensions, according to a coefficient Cronbach Alpha which ranged(0.703 - 0.937)and compare with values Cronbach Alpha standard standard(0.70)It is considered acceptable in behavioral research, and in this sense a tool measurement considered applicable.

FOURTHLY A- TESTING RESEARCH HYPOTHESES

1- Testing the first main hypothesis:

(There is a significant correlation between Intellectual capital and strategic behavior)

shows who table results (6) having a relationship Engagement strong positive significant Significance between variable intellectual capital and strategic behavior, where was the ratio link (0.850**) This confirms the correlation and the basis of the relationship between the two variables at the level of the oil company in Maysan Governorate, the research sample at the level of significance (0.01).

Based on the above, it can be explained This relationship is that the oil company, the research sample, whenever it seeks to focus on intellectual capital intensively, increase attention to it and the skills possessed by the staff, and develop programs with clear procedures to improve their capabilities, experiences, and professional skills, and give them the necessary opportunities to contribute to developing the level of services, making influential decisions, and providing effective solutions to problems, in addition to the importance of improving their thinking abilities.

The Schedule (6) correlation coefficients intellectual capital Dimensions and strategic behavior

Dimensions intellectual capital			intellectual capital	variable Independent	The dependent variable
Relational capital	structural capital	Human capital			

.709**	.673**	.610**	.850**	strategic behavior
.000	.000	.000	.000	Sig. (2-tailed)
Existence Strong positive correlation very It is significant at the level of 0.01betweenintellectual capital with its dimensions and strategic behavior				result (resolution)

Source: program output (SPSS V.23).

Based on the above, the first main hypothesis was proven correct.

2- A test the main hypothesis the second:(There is a significant effect for a variable Intellectual capital in strategic behavior

It is clear from Table (7) that The regression equation for the impact of intellectual capital on competitive advantage is as follows:

The strategic behavior=4961+ 460 .(intellectual capital)

Also, the constant value ($\alpha= 4.961$), which indicates that when the value of intellectual capital is zero, the value of the variable A strategic behavior will not be less than this value, either the regression coefficient ($\beta=.460$), which indicates when adding one value to intellectual capital, the dependent variable strategic behavior will increase by the same amount and that test value(t) calculated for modulus ($\beta(\text{reached})3.689$), which is greater than its tabular value (1.96), and its significance reached(.002) which is smaller than significant (0.05), which indicates that intellectual capital has a significant impact on the dependent variable strategic behavior.

As it turns out that value ($F = 18.551$) is statistically significant because the significance of the test amounted to (.000), which is smaller than the significant value (0.05), and this indicates that there is an effect of the intellectual capital variable on the competitive advantage variable. As for the value of the determination coefficient (R2), which amounted to (.584) That is, the intellectual capital variable explains the variation in the strategic behavior variable, and the remaining percentage is (.416) due to other factors that were not included in the study model.

Schedule(7)impact intellectual capital in strategic behavior						
dependent variable strategic behavior						Variable The Independent
Moral	F	R2	Moral	tcalculated	Model parameters	
.000	18,551	.584	.000	8,592	4,961	A
			.002	3,689	.460	B
						intellectual capital

Source: program output (SPSS V.23).

THE FOURTH TOPIC IS THE CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. The oil company, the research sample, whenever it seeks to focus on intellectual capital intensively, increase interest in it and the skills possessed by the staff, and develop programs with clear procedures to improve their capabilities, experience, and professional skills, and give them the necessary opportunities to contribute to the development of the level of services, making influential decisions, and providing effective solutions to problems, in addition to the importance Improve their thinking abilities.
2. Maysan Oil Company works to handle the most complex decisions, with the confidence of the expertise and skills it possesses in controlling exceptional, difficult and emergency situations.
3. The oil company in Maysan is working to present new ideas in dealing with situations.
4. Maysan Oil Company aims to attract competencies and skills that will enhance strategic behavior with the aim of drawing future plans capable of transferring the oil reality in the company to the forefront of global competition

Recommendations

1. The oil company should pay more attention to the level of training and development of the internal skills and capabilities that the company possesses
2. Work to motivate employees through a rewards program that achieves clear and tangible quality and enhances individuals' adherence to the company's culture.
3. Develop programs for the development of expertise and count them as a competitive asset for the company
4. The participation of working individuals, experts and skills in developing strategic plans in their various fields.

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