Tuijin Jishu/Journal of Propulsion Technology
ISSN: 1001-4055
Vol. 45 No. 3 (2024)

Smart Organization Strategies and its Impact on Achieving Competitive Advantage, Evidence from Jordanian Company

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Abstract:-

Purpose: This study aimed to examine the influence of smart organizational strategies, specifically: (continuous learning, generation of strategic alternatives, and understanding of the environment), on the attainment of competitive advantage in industrial companies in King Abdullah II Industrial City, Jordan. This research is considered a quantitative research that relies on quantitative measurement tools in collecting data; the data was processed through many statistical methods such as arithmetic averages, standard deviations, and simple and multiple regression to reach scientific results, the study population consist of all industrial companies "405", and questionnaires were distributed to their managers. A total of "210" valid questionnaires were received.

Findings: The trends of the study sample showed that the level of smart strategies in the company was Medium, exception the dimension of generating strategic alternatives, which showed a high degree. The dependent variable "competitive advantage" also showed a high degree, exception product differentiation dimension, which showed a moderate degree, and there is impact of smart organization strategies on competitive advantage.The study recommends that managers in companies pay attention to educating and training employees and encourage employees to generate creative ideas, understand the environment, and diversification of products.

Keywords*:* Smart Organization Strategies - Competitive Advantage - Industrial Companies.

1. Introduction

Organizations have become in urgent need of achieving competitive advantage as a result of the dynamic transformations and changes occurring in the external environment, the changing needs and desires of consumers, and the increasing competitive pressures on business organizations. In order to achieve a distinguished position in the market, it is necessary for business organizations to commit to continuous improvement and development of their products and services. In order to satisfy the desires of its customers. The concept of the smart organization is considered one of the important and modern topics, 2013 (Al-Taie). The sudden changes to which the external environment is exposed have prompted organizations to adopt the concept of the smart organization as a response to these circumstances. The smart organization is distinguished by its ability to adapt and interact with new circumstances, as well as its useful contribution to the continued existence, development and expansion of the organization. (2012). In order for the organization to be able to keep pace with the constantly changing environment, and to enhance its educational endeavors and search for knowledge. Organizations require a greater degree of openness, acceptance of new ideas and concepts, promotion of new products and services, and encouragement of innovation and risk-taking while performing their jobs. (2016). The concept of the smart organization is considered a fundamental shift in the way organizations are managed, taking into account learning, teaching, knowledge, training, research and development, creativity and innovation, and benefiting from communications and information technology and applications of artificial intelligence ASkaraneh & Harahsheh (2020). The intelligence of the organization is increased through distinguished management and collective leadership, encouraging participation, consultation, curiosity, calculated risks, taking advantage of

communication and information technologies, encouraging creative and innovative thinking, taking advantage of opportunities, effectively dealing with risks and threats, and paying attention to feedback.(Abu Al-Nasr (2022).

The purpose of this research is to determine the extent to which companies apply the characteristics of the smart organization and its impact on achieving competitive advantage in King Abdullah II Industrial City, Jordan.

2. Study Problem

Organizations of all levels and types are facing different types of competition at the local and international levels, and organizations are looking for ways and means to achieve competitive advantage, smart organization strategies are considered one of the modern methods to obtain a competitive advantage, smart organizations have several characteristics that distinguish them from other organizations, including having experience, skills, abilities, creativity, learning, studying and keeping abreast of developments in the external environment. Many studies, including the study: Siriwardanagea (2009) and the study of ASkaraneh & Harahsheh (2020) indicated that the long-term success of organizations requires them to possess smart strategies and characteristics that give them leadership and precedence over others in achieving the competitiveness, where I visited (10) industrial companies operating in King Abdullah II Industrial City, and I asked a set of questions to (20) managers working at the level of senior management, we asked about the concept of a smart organization and its dimensions and the extent to which the dimensions of smart organization's are applied and its impact on improving performance and the extent of its contribution to achieving competitive advantage, it was found that the answers of some managers were uneven, also the knowledge of some managers is limited with regard to the characteristics and importance in achieving competitive advantage, then I found that this topic is worthy and should be studied, the study problem is: : Is there an impact of the smart strategies applied by the company in achieving competitive advantage?

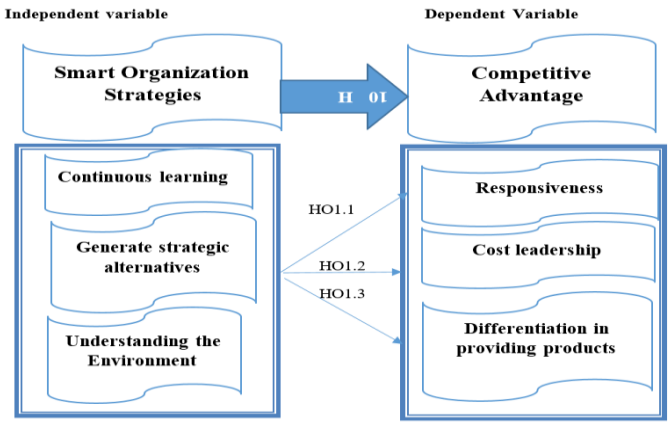
3. Study Importance

The concept of smart organization is widely recognized as one of the contemporary approaches that contribute to the advancement and growth of companies, as well as the attainment of superiority over rivals. The significance stems from the fact that smart organizations characteristics play important role in achieving a competitive advantage. The findings of this research will contribute to the development of a theoretical and conceptual framework that delves into the concept, dimensions, significance, and characteristics of smart organizations in the context of achieving it. In order for managers and decision makers to profit from the findings of this study, their attention should be focused on smart traits in order to achieve a competitive edge.

4. Main Hypothesis

HO1.There is no impact of smart organization strategies with its dimensions (Continuous learning, Generating strategic alternative, understanding the environment) on achieving the competitive advantage with its dimensions (responsiveness, cost leadership, product differentiation) in industrial companies “operating in King Abdullah II Industrial City”.

5. Study Model



6. Theoretical Framework

6.1. Smart organization

Introduction

Smart organization is a new administrative concept, its refers to organizations that encourage learning and change in the way, learning, training and development, participate in formulating the strategic vision and making decisions. (Kahkha, at el, 2015).

Smart organization concept

In the book written by Matheson and Matheson in 1998, the idea of smart organizations was presented for the first time. It was pointed out by Matheson that the ability of an organization to make intelligent judgments and adapt to changing environmental conditions is an essential competitive advantage in the twenty-first century (Abu Al-Nasr (2022). Intelligent businesses cultivate an institutional culture that places an emphasis on coming to the appropriate strategic decisions at the appropriate time and coordinating organizational procedures in order to support these decisions and ensure that they continue to produce the desired results. Rather than reacting to chances and crises, organizations that work in smart ways have a competitive advantage. This allows them to uncover possibilities and invest in them before they become available to others. According to Adamik et al. (2021), competitors will be able to recognize issues and find solutions to them before they escalate into more serious crises. Smart organizations make investments in their existing minds, information technology, and modern techniques; they also search for knowledge; they analyze the external environment; and they seize opportunities that are available through a value system that is based on transparency, disclosure, and diversity of experiences and skills; and they avoid hierarchical organizational structures. According to Matheson and Matheson (2001). The implementation of innovations in a manner that is intelligent, proactive, purposeful, and ambitious is what is meant by the concept of a smart organization. This concept must also promote the development of smart solutions to strategic problems. (Lee and Trimi and 2018)

Dimension and characteristics d of Smart organization

Smart organizations encourage learning and have the ability to move quickly in generating knowledge, benefit from knowledge through learning, seeking opportunities, adapting to changes, and understanding environment, interested in investing in human capital and available information technology. The main dimension are (Al-Taie et al. 2013)

Continuous learning

The learning process used in the organization and how individuals learn within the organization, its continuous and ongoing pursuit of acquiring new knowledge, skills, and experiences and enhancing new skills, organizations work to encourage individuals to learn and search for knowledge. (Lee & Tsai, 2005, 328)

Creating strategic alternatives

The organization develops a set of strategic options, new alternatives, and new methods of working to achieve the goals (Daft, 2000, 279

Understanding the environment

It's the ability to diagnose strengths and weaknesses Its various resources, understanding the external environment and its ability to identify potential opportunities and threats, enhance strengths and use them to exploit available opportunities and avoid potential threats, as well as attempt to eliminate weaknesses or reduce their effects.. (Wheelen & Hunger, 2010).

Achieving organizational goals

According to Al-Najjar,et al (2021), “goals are a set of desired goals, the goal determines the general direction of collective efforts, if the goal does not exist, these efforts will be wasted.” Goals relate to the future and the hopes to be achieved in the future, setting goals has great benefits.

Resource management

The process of making strategic decisions related to providing resources and working to transfer them, in order to confront ambiguity in the work environment. **(** AlNajjar,et al ,2021

Building collective intelligence

Organizations must improve and organize their collective intelligence; the collective intelligence process is based on a set of functions, which are building the strategic team, selecting the distinguished, agility and speed in responding, and generating creative and innovative ideas. (Wheelen & Hunger, 2010).

Competitive advantage

Concept of Competitive advantage

The organization's ability to attract customers, build its mental standing, and its ability to add value, achieve customer satisfaction, and formulate and implement strategies so that it is in a better position compared to other organizations operating in the same sector. Competitive advantage is achieved through optimal exploitation of various resources and technical, cognitive, financial, material and information capabilities, attention to customer needs, attention to quality, flexible and advanced production, rationalization of costs, research and development, and encouragement of innovation. (Porter, 1985)

Dimension of competitive advantage. The main dimension is:

Cost leadership

It is one of the competitive strategies by reducing the costs of products and goods to achieve a competitive advantage and a greater market share than competitors, the company can reduce costs through the use of available resources, continuous improvement of product quality, and creativity in product design and process technology.

Responsiveness

Mean the speed represents the service provider's initiative to solve the problem as soon as it occurs or as soon as a complaint is submitted, by the customer and explaining the reasons for the failure to the customer and working to find a solution as quickly as possible; reacting quickly.

Differentiation

This strategy aims to provide different distinct products and services that are superior to competitors in the same sector, and to provide goods, products and services with distinctive qualities and characteristics of value to customers and clients. (Porter, 1985).

Quality. A set of characteristics and attributes that must be present in the product or service to enable it to perform its function and meet the desires of the consumer.

Flexibility is the rapid response to changes that may occur in the design of the product, customer needs and the organization ability to adapt, and meet customers' desires**..** (Adamik et al, 2021)

7. Methodology

The researcher used the descriptive analytical method to achieve the objectives of the Study to reveal the impact of smart organization strategies and their impact on achieving competitive advantage.

7.1 Study population

The population of the study consisted of all industrial companies which numbered (405), according to the company's website. https://www.jiec.com/ar/industrial_estates/2/.

7.2 Study sample

The sample was randomly selected (250) Manager of the companies, and after excluding invalid questionnaires, statistical analysis was conducted on a sample of (210) company managers, Table (1) Demographic characteristics of the study sample.

Table 1

variable	Variable levels	Repetition	percentage
Gender	Male	185	88.1%
	Female	25	11.9%
Years of Experience	Less than 5 years	35	16.7%
	5 – Less than 10 years	56	26.7%
	10 - less than 15 years	88	41.9%
	15 years and over	31	14.7%
Educational level	Diploma or less	15	7.1%
	Bachelor's	99	47.2%
	Master's	64	30.5%
	Ph.D	32	15.2%
Specialization	Engineering	92	43.8%
	Administrative Sciences	56	26.7%
	Scientific specializations	34	16.2%
	Human sciences	22	10.5%
	Other	6	2.8%
	the total	210	100%

Table (1) show the members of study sample were distributed differently across Various demographic and personal variables, which reflects the actual population of the study.

7.3 Study tool

Research tool was developed, the questionnaire consisting of (39), distributed in two dimensions. The first covered the characteristics of the smart organization strategy (Continuous learning, Generating strategic alternatives, Understanding the Environment), while the second dimension covered the competitive advantage (Responsiveness, Cost leadership, Differentiation in providing products).

7.4 Validity of the study tool

The study tool was presented to a group of specialists in the field of business administration. To express their opinions about the validity and suitability of the items, the items that received approval from (85%) of the arbitrators were selected, and calculating the values of the correlation coefficients of the items'.

Table (2) Paragraph correlation coefficients

No	Total correlation	Domain correlation	No	Total correlation	Domain correlation	No	Total correlation	Domain correlation	No	Total correlation	Domain correlation
1	0.44**	0.45**	11	0.41**	0.43**	21	0.41**	0.53**	31	0.38**	0.6**
2	0.53**	0.42**	12	0.35**	0.71**	22	0.49**	0.6**	32	0.34**	0.44**
3	0.49**	0.68**	13	0.37**	0.64**	23	0.67**	0.73**	33	0.46**	0.57**
4	0.6**	0.7**	14	0.44**	0.41**	24	0.6**	0.51**	34	0.42**	0.58**
5	0.52**	0.4**	15	0.32**	0.37**	25	0.34**	0.45**	35	0.66**	0.4**
6	0.55**	0.34**	16	0.42**	0.5**	26	0.3**	0.43**	36	0.53**	0.52**
7	0.28**	0.41**	17	0.45**	0.47**	27	0.49**	0.4**	37	0.62**	0.39**
8	0.37**	0.71**	18	0.48**	0.52**	28	0.52**	0.43**	38	0.43**	0.46**
9	0.42**	0.45**	19	0.4**	0.67**	29	0.39**	0.56**	39	0.58**	0.64**
10	0.45**	0.39**	20	0.62**	0.65**	30	0.53**	0.43**			

Table (2) showed the values of the correlation coefficients ranged between (0.340.73), and the total score of the tool ranged between (0.34-0.73). (0.28-0.67). All of them are statistically significant at the significance level (0.01).

7.5 Reliability of the study tool

The study tool was estimated through the use of Cronbach alpha coefficients Table (3) Reliability of the study tool

Table 3

variable	Dimension	Item no	Cronbach's Alpha
Smart Organization Strategy	Continuous learning	7	0.706
	Generate strategic alternatives	6	0.653
	Understanding Environment	6	0.635
	Independent variable	20	0.871
Competitive Advantage	Responsiveness	7	0.728
	Cost leadership	6	0.661
	Differentiation in providing products	6	0.682
	Dependent variable	19	0.894
The tool as a whole		39	0.902

Table (3) showed that the internal consistency reliability coefficient for the tool as a whole was (0.902),the reliability coefficient for (smart organization strategies) as a whole was (0.871). Moreover (0.706), while the value of the coefficient and the value of the reliability coefficient for the dependent variable (job satisfaction) as a whole was (0.894), and the values of its dimensional coefficients ranged between (0.6610.728). These values indicate that the tool has an acceptable degree of reliability.

8. Results and Discussion

The first question: **"What is the level of application of smart organization strategies in their dimensions (continuous learning, generating strategic alternatives, understanding the environment) "in industrial companies in the King Abdullah II Industrial City?"**

Table (4) Arithmetic means and standard deviations

No	Dimension	means	standard deviations	Rank	Level
1	Continuous learning	3.24	0.78	3	Medium
2	Generating strategic alternatives	4.11	0.52	1	High
3	Understanding Environments	3.48	0.66	2	Medium
Smart organization strategies as hole		3.61	0.76	Medium	

It is clear from Table (4) the level of smart organization strategies (as a whole) from the managers' point of view was (medium), with an arithmetic mean (3.61) and a standard deviation (0.76). It came in first digree generating strategic alternatives, with a mean of (4.11), a standard deviation of (0.52), and a level of (high). The continuous learning dimension came in last degree with a mean of (3.24), a standard deviation of (0.78), and a level of (average).

Second question**: "What is the level of competitive advantage in its dimensions (Responsiveness, cost leadership, Differentiation in providing products) in the Industrial Companies in King Abdullah II Industrial City"?**

Table (5) shows arithmetic means and standard deviations regarding the competitive advantage (as a whole).

Table 5

No	Dimension	means	standard deviations	Rank	Level
1	Responsiveness	4.09	0.75	1	High
2	Cost leadership	3.94	0.67	2	High
3	Differentiation in providing products	3.65	0.71	3	Medium
Competitive advantage As hole		3.89	0.78		High

Table (5) showed the level of competitive advantage (as a whole) from the managers' point of view was (high), with a mean of (3.89) and a standard deviation of (0.78). The dimension of responsiveness came first, followed by the dimension of cost leadership. The dimension of differentiation in providing products came in the third and last rank.

Verifying the suitability of the data to test the study hypotheses

The researcher used a test to ensure that the data was consistent with the hypotheses of the regression analysis. In addition, verify the normal distribution of the data using the skewness and kurtosis coefficients test, and the multi-linear correlation test for independent variables and variance (VIF), to verify that there is no high correlation between the dimensions of the independent variable intelligent regulation.

Table 6: Normal distribution test using skewness and kurtosis coefficients test.

variable	Dimension	Skewness	Kurtosis
Independent variable Smart organization strategies	Continuous learning	-0.891	-0.134
	Generating strategic alternatives	-1.641	2.854
	Understanding Environments	-0.964	0.342
	Smart organization strategies	-1.053	1.069
Dependent variable Competitive Advantage	Responsiveness	-1.533	1.069
	Cost leadership	-1.084	0.233
	Differentiation in providing products	-1.702	3.478
	Competitive Advantage	-1.331	2.147

Table (6) shows that the skewness values of the responses of the study sample members related to the smart organization's strategies (as a whole) amounted to (-1.053). In addition, the values of its dimensions ranged between (-1.641, -0.891). The skewness values for the responses of the study sample members related to competitive advantage (as a whole) amounted to (-1.331). Moreover, the values for its dimensions ranged between (-1.702, -1.084). Therefore, these values are considered appropriate and indicate that the distribution of data related to the two variables is close to a normal distribution. With a slight negative tendency in the responses. Table 7 Multicollinearity test

Table 7

Independent variable	Tolerance	VIF
Continuous learning	0.812	1.232
Generating strategic alternatives	0.695	1.439
Understanding Environments	0.647	1.547

Table (7) shows that there is no problem with linear correlation. Therefore, the values of these tests can be calculated for each regression model that may be used (i.e. if a model is used to predict the value of the dependent variable from one, two, or three variables). It is clear from the above that the data fit the assumptions of the regression analysis; as it follows a normal distribution.

Testing hypotheses

Main hypothesis: No impact at the level (0.05) of smart organization strategies with its dimensions "Continuous learning, Generating strategic alternatives, Understanding the environment) on the competitive advantage with its dimensions "Speed of response, Cost leadership, Product differentiation) in industrial companies.

Multiple regression analysis was used.

Table (8), multiple regression analysis of the impact of smart organization strategies on competitive advantage.

Table 8

Independent variable	coefficients			Model indicators				
	t	Sig. (t)	ß	R	R2	Adj. R2	F	Sig. F
Continuous learning	*3.271	.001	.178	.399	.159	.150	*18.192	.000
Generation alternative's	*2.389	.018	.156					
Understanding environment	*2.888	.004	.177					

Dependent variable: competitive advantage * Statistically significant at (≤0.05)

Table (8) shows the impact of smart organization strategies and their dimensions (continuous learning, generating strategic alternatives, and understanding the environment) on competitive advantage (as a whole) in the Jordanian Industrial Company. The results indicate that the correlation coefficient (R) between the smart organization's strategies and competitive advantage was (0.399), which confirms that an increase or decrease in the smart organization's strategies in their dimensions leads to an increase or decrease in competitive advantage. The coefficient of determination (R2) was (0.159), which indicates that (15.9%) of the value of the variance in competitive advantage is due to the organization's smart strategies in their dimensions

(continuous learning, generating strategic alternatives, and understanding the environment).

The table also shows that the value of (F) calculated for the total effect between the independent and dependent variables was (18.192), which is statistically significant at the level of (α≤0.05). The beta values (ß) indicate that the amount of influence of the dimensions of smart organization strategies reached (0.178) for continuous learning, (0.156) for generating strategic alternatives, and (0.177) for understanding the environment, all of which are statistically significant at the level of (α≤0.05). As for the values of (T), its value was for continuous learning (3.271), for generating strategic alternatives (2.389), and for understanding the environment (2.888), all of which are statistically significant at the level of (α≤0.05).

Accordingly, the null hypothesis is rejected, the alternative hypothesis is accepted, which indicates that: "There is a statistically significant impact at the level (α≤ 0.05) of the smart strategies organization's with their dimensions (continuous learning, generating strategic alternatives, understanding the environment) on the competitive advantage of companies operating in King City. Abdullah II Industrial City.

Testing Sub-Hypotheses:

First Sub-Hypothesis, which states: There is no significant impact of smart organization strategies with their dimensions (continuous learning, generating strategic alternatives, understanding the environment) on responsiveness; multiple regression analysis was used as follows:

Table (9) Results of multiple regression analysis of the impact of smart organization strategies on Responsiveness

Table 9

Independent variable	coefficient s			Model indicators				
	t	Sig. (t)	ß	R	R2	Adj. R2	F	Sig. F
Continuous learning	*2.537	.012	.142	.543	.294	.285	*30.051	.000
Generation alternative's	*3.153	.002	.166					
Understanding environment	*4.577	.000	.219					

Table (9) shows the impact of smart organization strategies and their dimensions (continuous learning, generating strategic alternatives, and understanding the environment) on Responsiveness in the Jordanian Industrial Estates Company. The results indicate that the value of the correlation coefficient (R) between the smart organization's strategies and Responsiveness was (0.543), which confirms that an increase or decrease in the smart organization's strategies in their dimensions leads to an increase or decrease in Responsiveness. The coefficient of determination (R2) was (0.294), which indicates that (29.4%) of the value of the variance in Responsiveness is attributed to the organization's smart strategies in their dimensions (continuous learning, generating strategic alternatives, and understanding the environment).

Accordingly, the alternative hypothesis is accepted, which indicates that: "There is a statistically significant effect at the level (α≤0.05) of the smart organization's strategies with their dimensions (continuous learning, generating strategic alternatives, and understanding the environment) on the Responsiveness of companies operating in King Abdul in Jordan.

Second Sub-Hypothesis: There is no impact of smart organization strategies with their dimensions (continuous learning, generating strategic alternatives, understanding the environment) on cost leadership.

Table (10) Results of multiple regression analysis of the impact of smart organization strategies on cost leadership

Independent variable	Coefficients			Model indicators				
	t	Sig. (t)	ß	R	R2	Adj. R2	F	Sig. F
Continuous learning	*2.418	.016	.133	.423	.179	.172	*16.683	.000
Generation alternative's	*2.755	.006	.155					
Understanding environment	*3.414	.001	.210					

Dependent variable: cost leadership

Table (10) shows the impact of smart organization strategies and their dimensions (continuous learning, generating strategic alternatives, and understanding the environment) on cost leadership. The results indicate that the value of the correlation coefficient (R) between the smart organization's strategies and cost leadership was (0.423), which confirms that an increase or decrease in the smart organization's strategies in their dimensions leads to an increase or decrease in cost leadership.

The coefficient of determination (R2) was (0.179), which indicates that (17.9%) of the value of the variance in cost leadership is due to the organization's smart strategies in their dimensions (continuous learning, generating strategic alternatives, and understanding the environment).

The result, the alternative hypothesis is accepted,: There is a statistically significant effect at the level (0.05α≤) of the organization's smart strategies with their dimensions

(continuous learning, generating strategic alternatives, and understanding the environment) on cost leadership of companies in King Abdul indus.

Third Sub-Hypothesis: There is no impact of smart organization strategies with their dimensions (continuous learning, generating strategic alternatives, understanding the environment) on differentiation in product.

Multiple regression analysis was used as follows:

Table (11) Results of multiple regression analysis of the impact of smart organization strategies on Differentiation in providing products.

Independent variable	coefficient s			Model indicators				
	T	Sig. (t)	ß	R	R2	Adj. R2	F	Sig. F
Continuous learning	*2.398	.015	.132	.604	.365	.354	*36.056	.000
Generation alternative's	* 3.263	.004	.151					
Understanding environment	*4.976	.000	.234					

Dependent variable: Differentiation in providing products *Statistically significant

Table (11) shows the impact of smart organization strategies with their dimensions (continuous learning, generating strategic alternatives, and understanding the environment) on product differentiation in companies operating in the King Abdullah II Industrial City. The results indicate that the value of the correlation coefficient (R) between the smart organization's strategies and cost leadership was (0.604), which confirms that an increase or decrease in the smart organization's strategies in their dimensions leads to an increase or decrease in differentiation in product provision. The coefficient of determination (R2) was (0.365), which indicates that (36.5%) of the value of the variance in differentiation in product, provision is attributed to the organization's smart strategies in their dimensions (continuous learning, generating strategic alternatives, and understanding the environment).The table also shows that the value of (F) calculated for the total effect between the independent variables and the dependent variable was (36.056), which is statistically significant at the level of ($\alpha \leq 0.05$). The beta values (ß) indicate that the amount of influence of the dimensions of smart organization strategies reached (0.132) for continuous learning, (0.151) for generating strategic alternatives, and (0.234) for understanding the environment, all of which are statistically significant at the level of ($\alpha \leq 0.05$). As for the values of (T), its value was for continuous learning (4.976), for generating strategic alternatives (3.263) and for understanding the environment (2.398), all of which are statistically significant at the level of ($\alpha \leq 0.05$).Accordingly, the null hypothesis is rejected, and the alternative hypothesis is accepted, which indicates that: "There is a statistically significant effect at the level ($\alpha \leq 0.05$) of the smart organization's strategies with their dimensions (continuous learning, generating strategic alternatives, and understanding the environment) on differentiation in providing products in operating companies In King Abdullah II Industrial City.

9. Conclusion

The study aimed to demonstrate the impact of smart organization strategies in achieving competitive advantage in industrial companies in King Abdullah II City in Jordan. The results showed: The trends towards the independent variable " smart organization" was moderate degree except (generation of strategic alternatives was high), and the dependent variable " Competitiveness advantage " came with high degree, except for the dimension "differentiation in product ", which was moderate. There is also a significant impact of smart organization strategies on competitive advantage, and this study was somewhat consistent with the study of: Adamik, Anna, Feernandex, and Dorota Sikora (2021). Abu Al-Nasr, Medhat Muhammad (2022), Sakarneh, Bilal Khalaf, Harahsheh, Faraj (2020) The study recommended paying attention and increasing interest in the characteristics of the smart organization, especially continuous learning, understanding the environment, and achieving competitive advantage by focusing on providing products different from competitors, conducting this study on service sector, Appling other dimensions and characteristics of the smart organization.

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