

The Impact of Strategic Intelligence on Enhancing Exceptional Performance : A Case Study of Algérie Télécom, Tebessa Branch

Elhachemi Rebiai¹, Taouti Ahmed², Allali Zahra³

¹ University of Ahmed Draia_Adrar (Algeria), elhachemi@univ-adrar.edu.dz

² University of Ghardaïa (Algeria), Tourism, Territory and Institutions Laboratory, taouti.ahmed@univ-ghardaia.dz

³ University of Ahmed Draia_Adrar (Algeria), allali.zahra14@univ-adrar.edu.dz

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Abstract:

This study aimed to examine the impact of strategic intelligence with its different dimensions, including foresight, future vision, systems thinking, motivation, and partnership, on enhancing exceptional performance with its multiple dimensions (service excellence, operational excellence, organizational and administrative excellence). A questionnaire was used as a tool for collecting data and information about the study variables, distributed to a sample of 70 administrative employees from various branches of Algérie Télécom - Tebessa Provincial Directorate. Data was analyzed using SPSS statistical analysis software, along with a set of statistical tools and the R computer program. Partial Least Squares Structural Equation Modeling (PLS-SEM) was employed using the plspm package on the R program for data analysis. The study's results revealed a positive impact of strategic intelligence on the exceptional performance of Algérie Télécom. Based on these findings, the researcher presented a number of recommendations that can contribute to strengthening the role of strategic intelligence in improving the exceptional performance of Algérie Télécom.

Keywords : Strategic Intelligence, Exceptional Performance ; Algérie Télécom ; PLS-SEM.

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1. Introduction:

Exceptional performance is one of the most important goals that various organizations strive to achieve amid the rapid economic and technological challenges. Consequently, strategic intelligence has become a key tool that can enhance the ability of organizations to adapt to changes and achieve sustainable exceptional performance. It also plays a vital role in improving organizational performance by providing valuable data and information at the right time to support decision-making processes.

1.1. Theoretical Foundation

1.1.1. Strategic Intelligence : It is a multi-dimensional process that involves collecting, analyzing, interpreting, and disseminating high-value data and information in a timely manner for decision-making (Haberl, 2023). Strategic intelligence is a crucial activity in various fields, including government, business, science, and education, where using valuable data and knowledge is essential to achieving goals (Avner, 2020).

1.1.2. Strategic Intelligence in Business : Strategic intelligence is a valuable asset in the field of strategic management, helping institutions achieve a lasting advantage over competitors. This is achieved by leveraging information systems, knowledge management, competitive intelligence, and business intelligence (Fadhil, Buraq, Abduljabbar, Abbas, & Abed, 2021).

1.1.3. Strategic Intelligence Tools : Strategic intelligence is often activated through a set of critical tools, namely foresight, vision, and partnership. These tools play a pivotal role in enabling institutions to anticipate and plan for future challenges, develop a clear and compelling sense of direction, and build collaborative relationships with key stakeholders to achieve their strategic goals. Through employing foresight, institutions can proactively identify emerging trends, opportunities, and risks, allowing them to make informed decisions and take timely actions. Moreover, vision acts as a guiding force, providing a shared goal and a desired future state, inspiring individuals and teams to work towards a common objective. Partnership entails building strong alliances and networks with external entities, such as customers, suppliers, and competitors, promoting collaboration, knowledge sharing, and resource pooling that are essential for success in an interconnected and ever-changing business landscape (Idoko & MacKay, 2017).

1.1.4. Leadership Capabilities and Strategic Intelligence : Macoby argues that individuals in leadership positions should have a deep understanding of strategic intelligence to effectively develop a more suitable future for their institutions. Additionally, these leaders must skillfully overcome the various obstacles that accompany the worlds of innovation and change (Levine, Bernard, & Nagel, 2017). Leaders must also strategically adapt their approaches and decision-making processes to align with the organization's collective goals and aspirations, fostering a conducive environment for sustainable success within their institutions (Shapira, 2020).

1.1.5. Exceptional Performance : The concept of exceptional performance can be understood as achieving outstanding results or maximum capacity in a particular task or endeavor. It is often seen as a blend of two essential elements : efficiency and effectiveness. The concept of exceptional performance has been closely examined and explored in various contexts. For instance, in competitive sports, the exceptional display of skill and prowess exhibited by national teams participating in prestigious tournaments such as the FIFA World Cup has the potential to create a surge in tourist flow and stimulate significant economic growth within the home countries of these victorious teams (Hassan, Arjomandi, Marsiglio, & Foroughi, 2020).

1.1.6. The Impact of Strategic Intelligence on Performance : Strategic intelligence has a significant impact on exceptional performance. Study findings indicate that a strategic intelligence management system represents a substantial portion of organizational performance, and its impact increases when integrated with competitive intelligence, business intelligence, and knowledge

management (Mustafa & Alptekin, 2020). Strategic intelligence, including systems thinking, strategic vision, foresight, partnership, and motivation, greatly affects strategic flexibility, which in turn influences the performance of logistics companies (Husam, et al., 2023).

1.2. Background of the Study : Despite the existence of some studies that have addressed strategic intelligence and its impact on institutional performance, there is a lack of research that focuses on how strategic intelligence tools (such as foresight, vision, and partnership) are activated in specific contexts, particularly in specific sectors such as logistics and other dynamic industries. Furthermore, there is a need for a deeper understanding of how strategic intelligence impacts exceptional performance and the ability of organizations to adapt to rapid changes in the business environment. This study focuses on the role of strategic intelligence in improving exceptional performance with an applied study of Algérie Télécom - Tebessa Provincial Directorate.

1.3. The Added Value of the Study : Our study will shed light on the role of strategic intelligence in improving the exceptional performance of organizations, with a focus on activating the critical tools of strategic intelligence such as foresight, future vision, systems thinking, motivation, and partnership. The study will also strive to provide a practical framework that can be used by decision-makers to improve exceptional performance by activating these tools more effectively. In addition, the study will contribute to bridging the research gap by providing a detailed analysis of the data collected in this field study, contributing to a deeper and more comprehensive understanding of the dimensions of strategic intelligence as tools used in developing sustainable and effective strategies to achieve more efficient exceptional performance.

1.4. Problem of the Study : Many organizations, including Algerian organizations, face difficulty in integrating strategic intelligence into their management practices. This, like other third-world organizations, makes them struggle with several problems. This is initially due to the management culture or the manager who often relies on temporary or circumstantial solutions to address the problem quickly. However, these solutions do not address the problems at their roots but exacerbate and complicate them. This makes these organizations in dire need of innovative strategic mechanisms to confront their problems and understand their working environment, in addition to enabling their management to form mental perceptions of their current and future operations. This enables them to assume unfamiliar roles that make their thinking strategic, combining a conscious understanding of the field with the ability to apply it in reality, thereby enhancing the distinctiveness of the expected exceptional performance based on strategic intelligence as a required methodology. Therefore, it is crucial to explore this type of intelligence as a means of improving exceptional performance. In addition, despite the recognized benefits of strategic intelligence, there is a lack of empirical evidence regarding its impact on exceptional performance in organizations. Therefore, this study aims to address this gap by investigating the impact of strategic intelligence on different aspects of exceptional performance, including service excellence, operational excellence, and organizational and administrative excellence.

1.5. Importance of the Study : Understanding the role of strategic intelligence in improving exceptional performance is vital for developing effective management strategies. This study holds particular importance for Algerian organizations that need innovative strategic mechanisms to confront complex business environments and achieve long-term success.

1.6. Objectives of the Study : The primary objective of this study is to analyze the impact of strategic intelligence on the exceptional performance of organizations. The sub-objectives include :Evaluate the role of strategic intelligence in enhancing service excellence.

Assess the contribution of strategic intelligence to operational excellence.

Identify the effects of strategic intelligence on organizational and administrative excellence.

1.7. Research Questions : The central question guiding this study is : To what extent does strategic intelligence affect the improvement of exceptional performance in Algérie Télécom - Tebessa ? This main question branches out into several sub-questions concerning the mechanisms by which strategic intelligence affects various dimensions of performance:

What is meant by strategic intelligence?

What is meant by exceptional performance?

What is the relationship between strategic intelligence and exceptional performance?

Does strategic intelligence affect each dimension of exceptional performance equally ? What is the value of this influence, if any?

1.8. Hypotheses of the Study:

Based on the problem of the study and to answer the central question, the following main hypotheses were formulated:

First Main Hypothesis:

There is a significant effect of strategic intelligence on service excellence.

Second Main Hypothesis:

There is a significant effect of strategic intelligence on operational excellence.

Third Main Hypothesis:

There is a significant effect of strategic intelligence on organizational and administrative excellence.

1.9. Motivations for the Study : The motivation for this study stems from the increasing need to achieve exceptional performance in Algerian organizations, including the telecommunications sector, which is a strategic sector that contributes to confronting future crises and proactively dealing with environmental changes. The motivations for this study also arise from the increasing complexity and competitiveness of the business environment, which necessitate the use of strategic intelligence to make effective decisions.

1.10. Contributions of the Study : This study contributes to the current literature by providing empirical evidence regarding the relationship between strategic intelligence and exceptional performance, and presenting practical recommendations for improving strategic management practices in Algerian organizations, particularly in the telecommunications sector. It also provides

recommendations to decision-makers on how to enhance strategic intelligence to achieve exceptional performance.

1.11. Main Results : Preliminary findings of this study indicate that strategic intelligence has a clear positive impact on various aspects of exceptional performance in general. Strategic intelligence contributes to service excellence, operational excellence, and organizational and administrative excellence. Preliminary findings suggest a significant positive impact of strategic intelligence on the exceptional performance of Algérie Télécom - Tebessa. The study highlights the variations in the impact of strategic intelligence across different dimensions of performance, necessitating a focus on developing customized strategies for each dimension of performance.

1.12. Structure of the Study : The structure of the study is as follows:

1.12.1. Introduction : Includes the theoretical framework, background of the study, added value, problem of the study, importance of the study, objectives of the study, research questions, hypotheses of the study, motivations, contributions, and main results.

1.12.2. Literature Review : Reviews previous research and theories related to the study variables.

1.12.3. Methodology : Describes the study design, data collection methods, and analytical techniques used in the study.

1.12.4. Results : Presents the study's findings.

1.12.5. Discussion : Interprets the results in the context of broader implications for business practices and theory.

1.12.6. Recommendations : Provides crucial guidelines and recommendations that we believe, through this study, can contribute to activating the tools of strategic intelligence in assisting decision-makers in making decisions that will support exceptional performance.

1.12.7. Conclusion : Summarizes the study and its contributions, and suggests areas for future research.

By studying the role of strategic intelligence in enhancing the performance of business institutions, this study aims to provide valuable insights that can help institutions achieve sustainable success in a dynamic and competitive environment.

2. Previous Studies:

- Haberl (2023), Strategic Intelligence as a Multi-Dimensional Process : This study examined strategic intelligence as a process that involves collecting, analyzing, interpreting, and disseminating valuable data and information in a timely manner to support decision-making. The theoretical analysis of strategic intelligence concepts and a review of previous literature of strategic intelligence and its applications in various fields were conducted. The study emphasized the importance of strategic intelligence in providing valuable information to support decision-making. It demonstrated that strategic intelligence is a critical tool for improving institutional performance and their ability to adapt to environmental changes. The study addresses the gap in a

comprehensive understanding of the strategic intelligence process and how it can be applied in multiple contexts to enhance decision-making.

- Husam et al. (2023), The Impact of Strategic Intelligence on Strategic Flexibility and Performance : This analytical study investigated the impact of strategic intelligence on strategic flexibility and performance in logistics companies. Data was collected from logistics companies and analyzed using statistical tools. The study found that strategic intelligence significantly influences strategic flexibility, which in turn affects the performance of logistics companies. It addresses the gap in research focusing on the relationship between strategic intelligence, strategic flexibility, and performance.
- Bassam Al-Diabat (2022), The Mediating Role of Strategic Intelligence in the Relationship Between Organizational Agility and Organizational Excellence in Jordanian Telecommunications Companies : This study revealed the role of organizational agility in Jordanian telecommunications companies in enhancing their organizational excellence through the mediating role of strategic intelligence. The researcher employed a descriptive analytical approach using a questionnaire distributed to 300 managers in Jordanian telecommunications companies and analyzed the data using SPSS and AMOS 23. The results showed a significant positive relationship between organizational agility and organizational excellence, and that strategic intelligence plays a mediating role in the relationship between organizational agility and organizational excellence. The study addresses the gap in studies that focus on the role of strategic intelligence as a mediator between organizational agility and organizational excellence
- Rebiai, Saouse (2021), Contributions of Strategic Intelligence in Achieving Exceptional Performance in the Context of Quality Assurance : An Applied Study at Adrar University in Algeria : This study aimed to examine the contributions of strategic intelligence in achieving exceptional performance under quality assurance. Data was collected using a questionnaire distributed to a stratified random sample of 80 individuals and analyzed using a set of statistical tools using R computer programs. The results showed a complete mediating role of quality assurance in the relationship between strategic intelligence and exceptional performance. The study addresses the gap in studies that focus on the role of strategic intelligence and quality assurance in improving exceptional performance in higher education institutions.
- Fadhil, Buraq, Abduljabbar, Abbas, & Abed (2021), Strategic Intelligence as a Source of Sustainable Competitive Advantage : This study focused on how strategic intelligence can help institutions achieve a lasting advantage over competitors. The theoretical analysis of strategic intelligence concepts and a review of literature regarding the role of information systems, knowledge management, competitive intelligence, and business intelligence in strategic intelligence were conducted. The study showed that strategic intelligence enhances the ability of institutions to adapt to environmental changes and achieve a lasting competitive advantage. It addresses the gap in research that clarifies how strategic intelligence is used to achieve a sustainable competitive advantage.
- Mustafa & Alptekin (2020), The Impact of Strategic Intelligence on Exceptional Institutional Performance : This recent study relied on data analysis from companies and integrated competitive intelligence, business intelligence, and knowledge management with a strategic intelligence management system. The study showed that the strategic intelligence management system is a significant part of the overall company performance, improving the efficiency and

effectiveness of management decisions. A noticeable impact of strategic intelligence was observed when it was integrated with competitive intelligence, business intelligence, and knowledge management. The study addresses the gap in research focusing on the impact of integrated strategic intelligence with other elements on institutional performance

- Hassan, Arjomandi, Marsiglio, & Foroughi (2020), Exceptional Performance and Its Impact in Different Fields : This study examined the concept of exceptional performance and explained its impact in various fields such as sports and economic development. The theoretical analysis of exceptional performance concepts and its applications in various fields was conducted. The study showed that exceptional performance plays a vital role in improving efficiency and effectiveness in various fields. It addresses the gap in research focusing on the impact of exceptional performance in diverse fields.
- Avner (2020), Strategic Intelligence as a Core Activity in Various Fields : This study pointed out that strategic intelligence is a core activity in the fields of government, business, science, and education. The theoretical analysis of strategic intelligence concepts and a review of literature on the applications of strategic intelligence in various fields were conducted. The study emphasized that using valuable data and knowledge is crucial for achieving goals. It demonstrated that strategic intelligence plays a key role in improving efficiency and effectiveness in various fields. It addresses the gap in research focusing on the applications of strategic intelligence in multiple fields and clarifying its importance in achieving goals.
- Shapira (2020), Leaders' Adaptation in Strategic Decision-Making : This study focused on the importance of leaders adapting to strategic decision-making to align with the organization's collective goals. A theoretical analysis of intelligent leadership concepts and its applications in strategic decision-making was conducted. The study showed that strategic intelligence fosters a conducive environment for sustainable success within institutions. It addresses the gap in research focusing on the importance of leaders' adaptation in strategic decision-making to achieve sustainable success.
- Idoko & MacKay (2017), Critical Tools for Strategic Intelligence : Foresight, Vision, and Partnership : This study discussed the critical tools of strategic intelligence, such as foresight, vision, and partnership. A theoretical analysis of concepts and tools of strategic intelligence and a review of literature on how these tools are used to enable institutions to anticipate future challenges were conducted. The study showed that the critical tools of strategic intelligence enable institutions to anticipate future challenges and plan for them effectively. It also enables institutions to develop innovative strategies that enhance their ability to compete and innovate. The study addresses the gap in research focusing on the critical tools of strategic intelligence and how to use them to achieve institutional excellence.

2.1. Analysis of Previous Studies : Numerous studies have examined the impact of strategic intelligence on institutional performance, tracing its evolution over time. Initially, Idoko and MacKay (2017) discussed the core tools of strategic intelligence, such as foresight, vision, and partnership, which enable organizations to anticipate future challenges, plan for them, and build collaborative relationships with key stakeholders. These tools form the foundation on which institutions build their strategies to achieve long-term goals. Subsequently, in 2020, Avner asserted that strategic intelligence is a core activity across various sectors, including government and education. He emphasized the vital role of data and knowledge in achieving institutional goals,

reflecting the importance of gathering and analyzing data for making informed and well-considered decisions . On the other hand, Mustafa and Alptekin (2020) found that strategic intelligence management systems contribute significantly to institutional performance, particularly when integrated with competitive intelligence, business intelligence, and knowledge management. This integration enhances institutional performance by strengthening the ability to make strategic decisions based on accurate data and in-depth analysis. In 2021, a study by Fadhil et al. Focused on strategic intelligence as a valuable asset in strategic management, helping institutions achieve a lasting advantage over competitors. The researchers explained that strategic intelligence leverages information systems, knowledge management, competitive intelligence, and business intelligence to achieve this objective, indicating the integration of these elements for institutional effectiveness. In the same vein, a study by Rebiai (2021) addressed the contributions of strategic intelligence to achieving exceptional performance, emphasizing the mediating role of quality assurance. The study showed a complete mediating role of quality assurance in the relationship between strategic intelligence and exceptional performance, strengthening the notion that quality is a crucial factor in achieving high institutional performance. In a study by Bassam Al-Diabat (2022), the focus was on the mediating role of strategic intelligence in the relationship between organizational agility and organizational excellence in Jordanian telecommunications companies. The results showed a significant positive relationship between organizational agility and organizational excellence, and that strategic intelligence plays a mediating role in this relationship, highlighting the importance of strategic intelligence in enhancing organizational performance.

A study conducted in 2023 by Haberl described strategic intelligence as a multi-dimensional process that involves collecting, analyzing, interpreting, and disseminating high-value data and information for decision-making. This process enhances the ability of institutions to make well-considered strategic decisions based on a comprehensive understanding of available information. Finally, Husam et al. (2023) highlighted that strategic intelligence, including systems thinking, strategic vision, foresight, partnership, and motivation, significantly impacts strategic flexibility, which in turn affects the performance of logistics companies. This study emphasizes the importance of strategic intelligence in improving institutional performance by enhancing agility and adaptation to environmental changes. Therefore, by reviewing previous studies, we conclude that strategic intelligence is constantly evolving and constitutes a critical tool in enhancing institutional performance across various periods and sectors .

2.2. Identifying Contradictions, Differences, and Gaps: Despite the general consensus on the importance of strategic intelligence, empirical evidence presents mixed results. Clearly, there are contradictions and differences in the literature regarding the impact of strategic intelligence on various aspects of organizational performance. While some studies show a clear positive relationship between strategic intelligence and performance, other studies highlight variations depending on the sector and context. For example, the results of Mustafa and Alptekin (2020) were not entirely consistent with the results of Husam et al. (2023), suggesting that the impact of strategic intelligence may vary across industries. The study conducted by Bassam Aldayabat (2022) focused on the telecommunications sector, while Rebiai's (2021) study concentrated on the role of mediation in ensuring quality to improve exceptional performance, demonstrating further variations in study results. These gaps indicate the need for further research to better understand how strategic intelligence affects different contexts. The history of previous studies on strategic

intelligence and exceptional performance indicates that most recommendations suggest the necessity of using strategic intelligence within organizations, educating employees about its dimensions and benefits, and giving this type of intelligence significant attention. Although none of these studies addressed the topic of strategic intelligence and its relationship with improving exceptional performance, there are common factors such as institutional excellence, human resource quality, the importance of strategic decisions, competitive advantage, organizational culture, knowledge creation, and optimal use of data and information that drive the organization toward excellence and exceptional performance.

2.3. Research Gap: Despite the recognition of the importance of strategic intelligence, there is a lack of empirical evidence on its impact on exceptional performance in business organizations, especially in a significant institution such as Algeria Telecom. Therefore, this study aims to address this gap by investigating the impact of strategic intelligence on various aspects of exceptional performance, including excellence in service delivery, excellence in operational processes, and excellence in organizational and administrative areas.

2.4. What Distinguishes Our Study from Previous Studies: This study is distinguished by its contribution to transferring many concepts and ideas from other foreign environments to the Arab environment, meaning learning from others' experiences and benefiting from them in the field of administrative work. It also benefits from the available knowledge accumulation in foreign studies, considering that scientific research is a cumulative process. For any research to be valuable, the researcher should build upon what others have previously stopped at or from those who preceded them in researching the same topic or related topics. In an attempt to present a study with scientific added value beyond what others have provided, we can say that this study represents an addition to the body of previous research in the field of management science.

3. Methodology:

The research methodology was chosen to be an exploratory, descriptive, quantitative, and correlational study for the following reasons:

Exploratory : The study involved a theoretical aspect based on existing research, enhancing the theoretical understanding of strategic intelligence and its various dimensions.

Descriptive : The study described the challenges faced by Algérie Télécom, such as weak information utilization, lack of a proactive approach, and weak human resource skills, reflecting the impact of these issues on the overall performance of the organization.

Quantitative : A questionnaire was used to collect data, which was then analyzed using statistical software like SPSS and R, providing accurate and measurable results for the study variables.

Correlational : The study aimed to examine the relationship between independent variables (dimensions of strategic intelligence) and dependent variables (dimensions of outstanding performance), allowing for an understanding of the influence of each dimension on outstanding performance.

3.1. Sampling Criteria (Justification for the Final Sample Size): The study sample was selected from administrative employees working in Algérie Télécom – Tebessa, for the following reasons.

Responsibility and Decision Making : Administrators are responsible for making decisions and utilize information generated by strategic intelligence, making them the ideal group for the study.

Diversity in Expertise : Their diverse expertise and knowledge regarding the study topic ensure a variety of perspectives and collected data.

Availability and Easy Accessibility : Choosing a sample size of 70 administrators provides a balance between statistical accuracy and the practical feasibility of data collection.

Sample Period Selection : Data was collected during the first quarter of 2024. The data collection period was ensured to be sufficient to represent seasonal and structural changes in the organization and to avoid time bias.

3.2. Discussion of Data Collection and Source: **Data Collection Tool :** The questionnaire was the primary tool for data collection. It was designed to measure the study variables accurately and systematically.

Data Source : Administrative employees at Algérie Télécom – Tebessa, providing direct and reliable data from those involved in the study topic.

3.3. Identification, Classification, and Explanation of Variables: **Independent Variable :** Strategic intelligence with its dimensions (forecasting, future vision, systems thinking, motivation, partnership).

Definition and Measurement of the Independent Variable : Strategic intelligence is a multi-dimensional process involving the collection, analysis, interpretation, and dissemination of data and information in a timely manner for decision-making (Haberl, 2023). Each dimension of strategic intelligence was measured using a set of questions in the questionnaire, and data was analyzed using SPSS and R.

Dependent Variable : Outstanding performance with its dimensions (excellence in service, excellence in operations, excellence in organizational and administrative areas).

Definition and Measurement of the Dependent Variable : Outstanding performance is achieving remarkable or peak results in a particular task or endeavor (Avner, 2020). Each dimension of outstanding performance was measured using a set of questions in the questionnaire, and data was analyzed using SPSS and R.

4. Results:

4.1. Reliability of the Study Tool:

(70)questionnaires were distributed to administrative employees at Algérie Télécom – Tebessa provincial directorate, along with some affiliated agencies in the province. (49) questionnaires were returned. After retrieval, data was entered into SPSS. The reliability coefficient (Cronbach Alpha)

was used to test the questionnaires for homogeneity, internal consistency, and reliability. It takes a value between (1-0). A value above 60% is considered acceptable. Scientific research indicates that the "Cronbach Alpha" coefficient is an important tool in verifying the reliability of measurement tools. The renowned researcher (Nunnally, 1978) explained that a reliability coefficient exceeding 0.7 is an indicator of tool reliability. The following table shows the reliability coefficient results for each dimension of the questionnaire and for the overall questionnaire

:Table 1 : Questionnaire Reliability Coefficient

Axes	Number of Statements	Reliability Coefficient
Strategic Intelligence Axis	33	0.8
Excellence in Services Axis	07	0.8
Excellence in Operations Axis	08	0.73
Organizational and Administrative Excellence Axis	11	0.76
Entire Questionnaire	59	0.91

Source : Prepared by the researcher using R 4.0.2

The results of Table 1 show that all reliability coefficients for each axis and for the questionnaire as a whole are greater than 0.7, which are statistically acceptable values and suggest that the questionnaire has a high degree of stability and internal consistency. This means that the data extracted from the questionnaire is reliable, assuring the researcher of its applicability to the study sample and its dependability in analyzing results and generalizing them to the studied population. To further enhance the quality of the questionnaire's reliability, a 95% confidence interval for Cronbach's alpha for the entire questionnaire was used, as illustrated in the following table2.

Table 2 : 95% Confidence Interval and Reliability Coefficient for the Questionnaire

Number of Statements	Minimum Cronbach's Alpha	Maximum Cronbach's Alpha
59	0.86	0.94

Source : Prepared by the researcher using R 4.0.2

The values shown in Table 2 indicate that the questionnaire possesses a high degree of stability and internal consistency, as the 95% confidence interval ensures that the actual reliability coefficient values fall within a broad and statistically acceptable range. This enhances confidence in the reliability of the tool used, indicating that the questionnaire can collect and analyze accurate and reliable data. It confirms that the results obtained will be of high quality, thus enhancing the questionnaire's readiness for use in future studies.

4.2. Validity Test of the Study Variable Scale:

4.3.1. Validity Test of the Strategic Intelligence Variable Scale:

Table 3 shows the results of the validity test for the strategic intelligence variable scale:

Cod e	Variable	Loadin g
X07	Thinking in systems logic helps me see the events surrounding the organization more clearly;	0.84
X12	I analyze problems by considering their causes collectively rather than separating them;	0.86
X14	I have a comprehensive vision that guides the direction of the business;	0.81
X18	Our organization's future orientation is achieved through the integration of both its internal and external objectives;	0.75
X20	Our management benefits from the experiences of local, Arab, and international telecom organizations in determining its future direction;	0.79
X24	I encourage the formation of harmonious work teams to benefit from the exchange of expertise;	0.80
X25	Our organization's management motivates its employees to achieve a common goal of improving performance and implementing visions;	0.77
X33	I see partnership as a suitable solution to most of the problems facing our organization;	0.77
Cronbach's Alpha (C. alpha) : 0.920		
Dillon-Goldstein's rho (DG. Rho) : 0.934		
First Factor Eigenvalue (eig.1st) : 5.13		
Second Factor Eigenvalue (eig.2nd) : 0.768		
Average Variance Extracted (AVE) : 0.641		

Source : Prepared by the researchers using the plspmR 4.0.2 package.

The analysis indicates that the strategic intelligence scale demonstrates a high level of reliability and validity. All factor loadings exceed the acceptable threshold of 0.7, indicating that each item significantly contributes to the construct of strategic intelligence. The Cronbach's Alpha value is 0.920, and the Dillon-Goldstein's rho is 0.934, both surpassing the required threshold of 0.7, confirming the internal consistency of the items and the scale's reliability. Additionally, the average variance extracted (AVE) is 0.641, which is above the minimum requirement of 0.5, indicating the scale's quality in terms of convergent validity. The first eigenvalue is greater than one (5.13), and the second eigenvalue is less than one (0.768), affirming the unidimensionality of the variables. These results support the theory emphasizing the importance of internal consistency in measurement, making this scale suitable for use in future studies to measure strategic intelligence.

These findings align with Nunnally's (1978) theory, which underscores the importance of internal consistency validity in measurement .

4.2.2. Validity Test of the Excellence in Services Variable:

Table 4 shows the results of the validity test for the excellence in services variable:

Cod e	Variable	Loadin g
Y11	I rely on corrective actions immediately when discovering that customers are dissatisfied with service quality;	0.84
Y12	Our organization's management works on providing new services to meet the changing needs of clients/customers;	0.87
Y14	Our organization is trusted and appreciated by its service beneficiaries compared to its competitors;	0.80
Y15	I am willing to adapt and respond to technological changes to increase performance efficiency;	0.74
Y17	Our organization's management measures the gap between expected performance and actual performance;	0.84
Cronbach's Alpha (C. alpha) : 0.878		
Dillon-Goldstein's rho (DG. Rho) : 0.912		
First Factor Eigenvalue (eig.1st) : 3.37		
Second Factor Eigenvalue (eig.2nd) : 0.832		
Average Variance Extracted (AVE) : 0.675		

Source : Prepared by the researchers using the plspmR 4.0.2 package

After removing items Y13 and Y16 due to loadings below 0.4, Table 4 reflects the validity of the excellence in services variable, with all factor loadings exceeding 0.7, indicating strong item contributions. Cronbach's Alpha is 0.878 and Dillon-Goldstein's rho is 0.912, both surpassing the 0.7 threshold, confirming internal consistency and unidimensionality. The AVE of 0.675 exceeds the minimum of 0.5, demonstrating the scale's quality. The first eigenvalue of 3.37 and the second eigenvalue of 0.832 confirm unidimensionality. These results align with Fornell and Larcker's (1981) theory on the importance of extracted variance validity, supporting the use of this scale in measuring service excellence as a dimension of outstanding performance.

4.2.3. Validity Test of the Excellence in Operations Variable:

Table 5 shows the validity test results for the excellence in operations variable:

Cod e	Variable	Loadin g
Y21	I can adjust and restructure operations in the right way and at the right time;	0.72
Y22	In our environment, information and data are abundant and easily accessible, which increases the efficiency of our institution's work;	0.83
Y23	Our institution adopts continuous developmental policies toward its operationaland administrative processes;	0.81
Y24	Internal relationships in our organization provide the right conditions for us to work as a cooperative team;	0.81
Y25	Our management excels in innovating and applying modern technological techniques and adapting them to serve scientific research ;	0.89
Y26	Our organization has the equipment, tools, and resources that support its activities and operations;	0.84
Cronbach's Alpha (C. alpha): 0.901		
Dillon-Goldstein's rho (DG. rho): 0.924		
First Factor Eigenvalue (eig.1st): 4.03		
Second Factor Eigenvalue (eig.2nd): 0.763		
Average Variance Extracted (AVE) : 0.672		

Source : Prepared by the researchers using the plspm R 4.0.2 package.

After removing items Y27 and Y28, which had loadings below 0.4, Table 6 presents the validity results for the excellence in operations variable. All factor loadings are above 0.7, indicating strong contributions to the construct. The Cronbach's Alpha is 0.901, and the Dillon-Goldstein's rho is 0.924, both exceeding the 0.7 threshold, demonstrating excellent internal consistency and reliability. The AVE is 0.672, surpassing the minimum requirement of 0.5, indicating good convergent validity of the scale. The first eigenvalue of 4.03 and the second eigenvalue of 0.763 confirm the unidimensionality of the construct. These findings indicate that the scale effectively measures excellence in operations as a dimension of outstanding performance, aligning with Chin and Lin's (1999) theory on the importance of measurement validity in management research.

4.2.4. Validity Test of the Excellence in Organizational and Administrative Domain Variable

Table 6 shows the validity test results for the excellence in organizational and administrative domain variable:

Code	Variable	Loading
Y31	Our organization relies on a structure capable of enhancing its performance distinctively;	0.64
Y33	I have a high ability to face crises that we encounter;	0.94
Y34	The administrative systems implemented in our organization help maintain and attract expertise and knowledge;	0.88
Y35	The supervisory authority in our management enjoys a leadership style and executive management that encourages teamwork;	0.89
Y36	The supervisory authority conducts high-quality internal dialogues to transform individual perspectives into a collective strategic direction;	0.94
Y37	There is coordination between all functions in our organization;	0.91
Y311	The systems, rules, and procedures in our management are characterized by simplicity, clarity, and avoidance of routine and complexity;	0.88
Cronbach's Alpha (C. alpha): 0.945		
Dillon-Goldstein's rho (DG. rho): 0.957		
First Factor Eigenvalue (eig.1st): 5.33		
Second Factor Eigenvalue (eig.2nd): 0.675		
Average Variance Extracted (AVE): 0.761		

Source : Prepared by the researchers using the plsmp R 4.0.2 package.

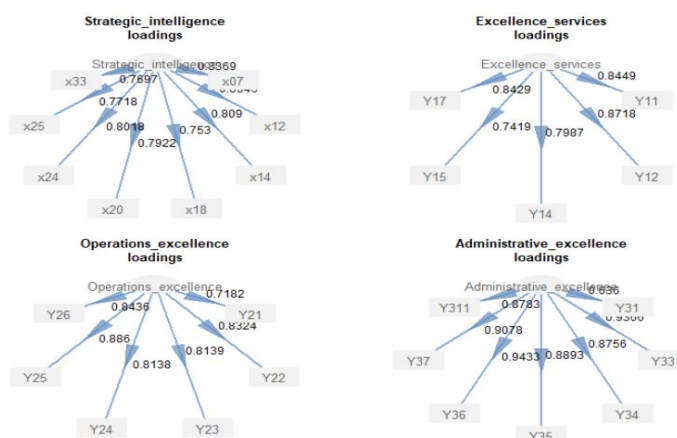
After removing indicators with loadings below 0.4 and testing the removal of those between 0.4 and 0.7, Table 20 presents the validity of the excellence in the organizational and administrative domain variable. The indicators show that the variable is consistent and unidimensional. Cronbach's Alpha is 0.945, and Dillon-Goldstein's rho is 0.957, both exceeding the 0.7 threshold, indicating strong internal consistency. The AVE is 0.761, surpassing the minimum threshold of 0.5, reflecting the scale's validity. The first eigenvalue of 5.33 and the second of 0.675 confirm unidimensionality. These findings affirm the validity of the items measuring excellence in the organizational and administrative domain, representing the third dimension of the dependent

variable, outstanding performance. These results align with Gerbing and Tucker's (1991) theory, emphasizing the importance of internal consistency for scale validity.

4.3. Testing the Discriminant Validity of the Model:

The first phase involves the unidimensional evaluation of latent variables and the filtering of measured variables that effectively and accurately assess these latent variables. This process is illustrated in the following Figure 1:

Figure 1: Loadings of Measured Variables for Latent Variables of the Mode



Source : Prepared by the researchers using the plspmR package version 3.5.1

Figure 1 displays the loadings of the measured variables for the latent variables in the model. Each figure represents a specific latent variable and illustrates its loadings with the associated measured variables. We will analyze these figures individually, based on the calculated values and acceptable loading criteria.

4.3.1, Strategic Intelligence: All loadings for the measured variables exceed the acceptable value of 0.7, indicating that the latent variables are accurately measured and show high homogeneity with the latent variable "Strategic Intelligence." These results support the study by confirming the accuracy and validity of the measure in assessing strategic intelligence.

4.3.2. Excellence in Services: The loadings for all measured variables exceed the value of 0.7, indicating the accuracy and validity of the measure in assessing excellence in services. The highest loading value (0.8718) suggests that some measured variables have a significant impact on the latent variable, enhancing the model's credibility in this aspect.

4.3.3. Operations Excellence : All loadings exceed 0.7, indicating the measure's accuracy in assessing operations excellence. The values range from 0.7182 to 0.886, reflecting good homogeneity and appropriate discrimination between the measured variables and the latent variable.

4.3.4. Administrative Excellence: All loadings are above 0.7, confirming the accuracy and validity of the measure in assessing administrative excellence. The high loading values (such as 0.9433 and

0.9306) indicate strong homogeneity between the measured variables and the latent variable, reinforcing the model's reliability in this aspect.

Based on the statistical analysis of the loading factors for the measured variables, it can be concluded that the model exhibits high validity and discrimination in measuring the different latent variables. All measured variables achieve loadings exceeding the acceptable value of 0.7, enhancing the reliability and accuracy of the model used in the study. These results align with the scientific standards adopted in statistical research, strengthening the power and credibility of the current study

• Enhancing the Study :

Internal Consistency Validity : The high loadings support the internal consistency of the variables, meaning that the questions or items used in the questionnaire indeed measure the dimension they aim to assess.

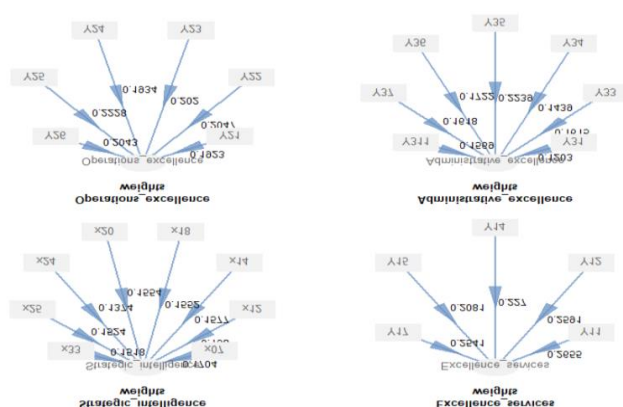
Scale Reliability : These results can be relied upon in future studies as the reliability of the scale used has been confirmed.

Achieving Research Objectives : This analysis contributes to achieving the research objectives by ensuring the accuracy of the tools used in data collection and analysis.

4.4. Testing the Weights of Measured Variables for Latent Variables of the Model

Figure 2 represents the results of the weights of the measured variables for the latent variables of

The model



Source : Prepared by the researchers using the plspmR package version 4.0.2

Figure 2 displays the weights of the measured variables for the latent variables in the model. We will briefly analyze these weights based on scientific criteria to support the study.

4.4.1. Strategic Intelligence : All loading factors for the measured variables exceed the acceptable value of 0.7, indicating the validity and reliability of the scale used in measuring strategic

intelligence. These results support the study by confirming the internal consistency of the scale (Nunnally & Bernstein, 1994).

4.4.2. Excellence in Services : The loadings exceed 0.7, confirming the accuracy and validity of the scale in measuring excellence in services. These results enhance confidence in the measurement model (Fornell & Larcker, 1981).

4.4.3. Operations Excellence : All loadings exceed 0.7, indicating the accuracy and validity of the scale in measuring operations excellence. These values support the model's coherence (Chin, 1998).

4.4.4. Administrative Excellence : Loadings exceed 0.7, confirming the accuracy and validity of the scale in measuring administrative excellence. These results align with academic standards for measurement (Hair et al., 2010).

The model exhibits high validity and discrimination in measuring the latent variables. All measured variables achieve loadings exceeding the acceptable value of 0.7, enhancing the model's reliability and accuracy.

- **Enhancing the Study**

Internal Consistency Validity : High loadings support the internal consistency of the variables.

Scale Reliability : The results confirm the reliability of the tools used.

Achieving Research Objectives : The analysis contributes to achieving the research objectives by ensuring the accuracy of the tools.

4.5. Testing the Discriminant Validity of the Study Variables:

Discriminant validity is a tool that highlights the degree of differentiation between variables within a construct. Discriminant validity can be verified through the Fornell-Larcker criterion, which states that the square root of the average variance extracted should be higher than the correlations between latent variables included in the model. Discriminant validity can also be verified by calculating the cross-loadings of the observed variables, where the loadings of a particular construct should be higher than its loadings on any other construct.

Table 6 : Fornell-Larcker Criterion

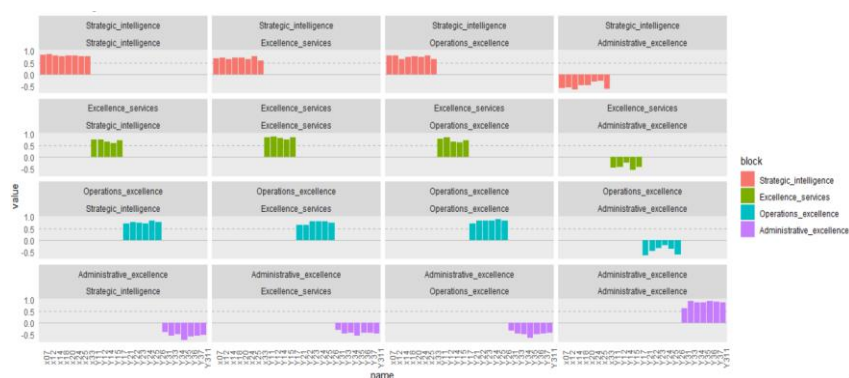
	Strategic Intelligence	Excellence in Services	Operations Excellence	Administrative Excellence
Strategic Intelligence	0.80		0.8	
Excellence in Services	0.848	0.82	0.848	

Operations Excellence	0.921	0.892	0.921	
Administrative Excellence	0.637-	0.511-	0.556-	0.87

Source: Prepared by the researchers using the plspmR package version 4.0.2

The results of the Fornell-Larcker criterion indicate a significant variance between the latent variables, demonstrating the discriminant validity among the variables. These results support the theory of Fornell and Larcker (1981), which emphasizes the importance of discriminant validity in data analysis.

Figure 3: Cross-Loadings



Source : Prepared by the student using the plspmR package version 3.5.1

Figure 3 : displays the cross-loadings of the measured variables across different latent variables in the model. The figure shows the extent of differentiation of the measured variables and their relationship with the latent variables. We will briefly analyze these loadings to assess the extent of differentiation and validity of the latent variables.

Strategic Intelligence : The figure shows that the measured variables for strategic intelligence (in red) have high loadings with strategic intelligence compared to other latent variables. This indicates that the measured variables for strategic intelligence exhibit strong discriminant validity, enhancing the reliability and accuracy of the scale used to measure this latent variable.

Excellence in Services : The measured variables for excellence in services (in green) show high loadings with excellence in services and lower with other latent variables. This enhances the differentiation and accuracy of the scale in measuring excellence in services, confirming the internal consistency validity of the measured variables.

Operations Excellence : The measured variables for operations excellence (in blue) show high loadings with operations excellence and lower with other variables. This indicates that the scale used to measure operations excellence has high discriminant validity, supporting the study's results.

Administrative Excellence : The measured variables for administrative excellence (in purple) show high loadings with administrative excellence and lower with other variables. This confirms that the

scale used to measure administrative excellence has strong discriminant validity, supporting the model's reliability.

- Enhancing the Study:

Clear Differentiation : Reflects the discriminant validity among latent variables.

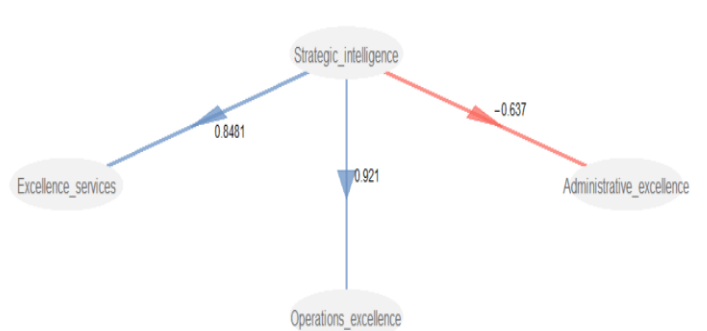
Supporting Scale Reliability : Contributes to confirming the reliability of the tools used.

Achieving Research Objectives : Enhances the accuracy of the tools used in data collection and analysis.

5. Hypotheses Testing:

The study model outlines the study's hypotheses, which involve direct effects that the study seeks to test. Before that, the results of these direct effects are presented, as well as the determination coefficient, which explains the variance accounted for by the cause in the outcome. The following Figure 4 illustrates the direct effects between latent variables in the following structural model:

Figure4 : The Structural Model of the Study



Source : Prepared by the researchers using the plspmR package version 4.0.2

Figure 4 presents the relationships between different latent variables in the structural model, highlighting the strength and direction of these relationships through path coefficients. We will delve deeper into analyzing these relationships to interpret the results and answer the question : What do these results mean ? Additionally, we will provide recommendations based on this analysis.

5,1, The Relationship between Strategic Intelligence and Excellence in Services: Path Coefficient: 0.8481

- **Interpretation** : This strong positive relationship indicates that an increase in strategic intelligence within the organization leads to an improvement in service excellence. In other words, organizations with a high level of strategic intelligence can deliver superior services that better meet customer needs. This result is consistent with the literature that asserts strategic intelligence contributes to enhancing competitiveness by delivering high-quality services (Hitt et al., 2001).

5.2. The Relationship between Strategic Intelligence and Operations Excellence : Path Coefficient : 0.921

Interpretation : This very strong positive relationship suggests that enhancing strategic intelligence in the organization leads to significant improvements in operations excellence. This means that organizations focusing on strategic intelligence enjoy more efficient and effective operations. This fosters innovation and continuous improvement in operations, enhancing the organization's overall performance (Teece et al., 1997).

5.3. The Relationship between Strategic Intelligence and Administrative Excellence : Path Coefficient : -0.637

- **Interpretation :** The negative relationship between strategic intelligence and administrative excellence suggests that increasing strategic intelligence might have a negative impact on administrative excellence. This may reflect that a strong focus on strategic aspects could lead to neglect of some day-to-day administrative aspects, negatively affecting administrative performance. There might be tensions between long-term strategies and daily administrative operations (Mintzberg, 1994).

6. What These Results Mean : These results indicate that strategic intelligence has a significant positive impact on excellence in services and operations, enhancing the organization's ability to innovate and improve performance. However, there may be a negative impact on administrative excellence if the relationship between strategy and management is not managed effectively. To achieve overall success, organizations should enhance integration between these different aspects and adopt balanced managerial and strategic practices.

7. Recommendations :

Enhancing Integration between Strategy and Management : Organizations should develop mechanisms to ensure the integration of strategic intelligence with administrative excellence. This can be achieved by developing training programs for administrators to enhance their understanding of strategic goals and how to achieve them in daily operations.

Focusing on Innovation in Operations : Investing resources in innovation and continuous improvement of operations can enhance the impact of strategic intelligence on operations excellence. Organizations should adopt new techniques and tools to improve operational efficiency.

Improving Service Quality : Organizations should use strategic intelligence to analyze customer needs and develop new and distinctive services that meet those needs. Investing in information technology can enhance the delivery of high-quality services.

Balancing Strategic and Administrative Aspects : It is important for organizations to find a balance between focusing on strategic goals and daily management of operations. There should be continuous communication between strategic and administrative teams to ensure the achievement of common goals.

7. Conclusion of the Study : This study contributes to the current literature by providing new evidence on the importance of strategic intelligence in enhancing outstanding performance in organizations. It adds a practical dimension to understanding the relationship between strategic intelligence and exceptional performance, guiding management policies towards adopting strategies based on strategic intelligence to achieve outstanding performance. The study's results

showed a clear positive impact of strategic intelligence on the exceptional performance of Algeria Telecom. It was found that the different dimensions of strategic intelligence significantly contribute to improving performance in the areas of service, operations, and management. This study faces some limitations, including reliance on data extracted from a limited sample (70 administrators) in one branch of Algeria Telecom, which may affect the generalization of the results to other organizations. Additionally, relying on a questionnaire as the primary tool for data collection may limit the comprehensiveness of the results. Regarding future research, it is recommended to conduct extensive studies involving larger samples and different organizations to confirm the current results. It is also advised to develop analytical models that consider additional variables, such as cultural and organizational influences. Organizations should adopt strategies based more on strategic intelligence to improve institutional performance. In conclusion, this study underscores the significant importance of strategic intelligence in enhancing exceptional organizational performance. Despite the limitations it faces, the results indicate that adopting policies based on strategic intelligence can significantly contribute to improving service quality, operations, and management in organizations. Organizations should strive to develop mechanisms that ensure the integration between strategic and administrative aspects to achieve sustainable success in a dynamic and competitive business environment.

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