

## STRATEGIC INTELLIGENCE AND ORGANIZATIONAL PERFORMANCE IN TELECOMMUNICATION FIRMS IN RIVERS STATE

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### ABSTRACT

*This study sought to analyze Strategic Intelligence and Organizational Performance in Telecommunication Firms in Rivers State. The study revealed Intelligence has positive relationship between Organizational Performance in Telecommunication Firms in Rivers State. It was therefore recommended that Telecommunication firms in Rivers State should emphasize on building a positive Strategic Intelligence to meet customer's expectation and offer more benefits to customer. Managers and supporting organizations should not only focus exclusively on either technological intelligence or process innovation, but should give due emphasis on the combined and synergetic approach to get the maximum firm performances benefits from these capabilities.*

**Keywords: Technology Intelligence, Organizational Performance, Firms**

### INTRODUCTION

Organizational performance describes how efficient the organization is in its quest to achieve the goals that have been set. How well an organization deploys its resources, human and material, determines how well set goals are accomplished (Richard, Devinney, Johnson, & Yip, 2008). They state that organizational performance consists of four major areas: financial performance, product/market performance, shareholder returns and non-financial performance. Financial performance relates to the measurement of profits, return on assets, return on investment, etc. that an organization has achieved over a time period. Product/Market performance relates to sales, turnover, market share, etc. Shareholder returns measure the benefits accruable to providers of financial capital to the organization. Non-financial performance refers to the measure of employee satisfaction and performance, customer service and satisfaction, quality/consistency of products and market share/growth/innovations.

Employees contribute immensely to the good fortunes of organizations. These contributions have led to significant successes that organizations have recorded over the years (Collis & Montgomery, 2015). It will therefore not be out of place to state that the fulcrum of organizational performance and success lies on the employees of that organization. And for organizations to continue in their winning streak and accomplish goals they have set, they must constantly put their employees in the front burner, motivating them, training them and seeking the best ways for them to contribute in the organization's quest for a competitive advantage (Brewster, Carey, Dowling, Grobler, Holland, & Warnich, 2013). Freeman (2012) observes that every organization must operate a system of setting goals for its employees and marrying those goals with the organization's goals to produce results that can set the organization apart.

Since the main goal of telecommunication firms is to satisfy the needs of customers which will lead to increased profit. This indicates that without the existence of customers business activities will be futile. Business owners often concentrate on the improvement of their products, this is one of the basic features of the production concept. Often they ignore their customer care and relationship; as a result, many of their customers move their purchasing interests to organizations who can serve them better. The problem here is that they fail to understand that customers' value, care and concern is far above the product quality. The most obvious problems of telecommunication firms in Port Harcourt is how to provide effective services to the nation, which has been yearning for an improved telecommunication services for a long period of time. In response to that, the Federal Government provided for the creation of a company that will function

purely on commercial basis (Asare, 2008). It is on this premise that this study tends to examine the impact of Technology Intelligence and Organizational Performance.

### **Strategic intelligence**

Strategies are the keys for organizations future survival and in order to have a strategy organizations need to analyse their surroundings and build up strategy plans (Johnson et al, 2014). Following to Seitovirta again, Miller (1996) and Liebowitz (2006) observe that strategic intelligence is a term used for intelligence activities in the context of strategic planning and strategic management. Strategic intelligence addresses the needs of high-level decision-makers and it is mainly focused on proactive activities. It is possible to observe that strategic intelligence can support strategic management especially by contributing to the collection, analysis and distribution of information. They find that the higher the level of decision making, the more consolidated the information must be and the more conclusions and suggestions should be added to it. Pirttimäki (2007) argues that strategic intelligence is about having a realistic situational understanding and using it to develop a strategy that is appropriate, suits the circumstances and works. Thierauf (2001) asserts that the goal of strategic intelligence is to understand where a company is going and how it can maintain its long term competitiveness in the face of future challenges and changes. McGonagle & Vella (2016) assert that strategic intelligence should act as radar that alerts the company to threats and opportunities in its external environment. Liebowitz (2006) adds that strategic intelligence aims at making the best strategic decisions for maximizing a company's success.

Strategic intelligence is a combination of different types of intelligence such as commercial intelligence and competitive intelligence as well as the issues of knowledge management for creation of the added value of information and knowledge for organizational strategic decision-making (Tarokh & Hatami Lankarani 2010). This implies that for an organization to accomplish Its goals, combination of ideas, visions and foresight become very essential. Strategic intelligence is a system that consists of several dimensions that are essential to create clearer image about the future; these dimensions can be summarized as per (Maccoby, 2011) by the following dimensions, (Foresight, Visioning Motivation). Strategic Intelligence is the gathering, analysis, and dissemination of data relevant to strategic decision making, (Fleisher and Bensoussan, 2007).

### **System thinking**

Systems thinking is a way of helping a person to view systems from a broad perspective that includes seeing overall structures, patterns and cycles in systems, rather than seeing only specific events in the system. Systems thinking is an approach to reasoning and treatment of real-world problems based on the fundamental notion of 'system.' System here refers to a purposeful assembly of components. Thus, systems thinking is aimed at understanding relationships between components and their overall impact on system outcomes (i.e., intended and unintended) and how a system of interest similarly fits in the broader context of its environment.

### **Motivating**

Motivating means "providing incentive or impelling to action." Motivating can describe a talk or a force or a message of some kind, and in that case it's an adjective. It can also be used as a verb, as when your friend says, "My belly is so fat, it's motivating me to stop eating so much ice cream."

### **Concept of Organizational Performance**

Each organization has its own goal, and workers have to utilize different control activities and effective operation to achieve their organizational goal. Performance indices are an instrument to evaluate goal achievement. In the for-profit organizations, performance is to measure revenue, production, and profit making. In the non-profit organizations, they do not evaluate performance by profits. They do not have to make an imminent improvement whether the decision is right or

not, whether the resource is used properly, and whether the mission is being achieved. However, Seetoo (2009) the non-profit organizations need performance management to control organizational operation.

Drucker (2014) indicated that the performance of the non-profit organizations must use missions as guideline. Otherwise, they cannot operate properly since missions determinate what performances and results they want to accomplish. Thus, the mission accomplishment is the performance indices of the non-profit organization. Decision makers have to continuously examine whether their missions are meaningful to the society and whether the resources are effectively used, and they need seek timing for an improvement.

Organizations today are trying to adapt to all the changes surrounding them by improving their performance through the competitive advantage they create (Ramezan et al, 2013; Masa'deh et al., 2015). Researchers have always looked at organizational performance as the ultimate dependent variable concerned with almost every area in management. This is because organizational performance allows researchers to evaluate organizations, their actions, and environments and compare them to those of their rivals (Richard et al, 2006; Obeidat, 2016).

Regarding the definition of organizational performance each person tends to have a different conceptualization of performance in general and organizational performance in particular. From a process point of view, performance refers to the transformation of inputs into outputs to achieve specific outcomes. From an economic point of view, performance is the relation between effective cost, realized output, and achieved outcomes (Abu Jarad et al, 2010; Masa'deh et al.,2016). Performance is a fairly broad concept, and it is meaning changes in accordance with user's perspective and needs (Lebas 1995). Traditionally, firm performance has been viewed and measured in accounting terms (Avci et al. 2011). An additional issue should be raised here; due to confidentiality concerns, it is often challenging to obtain actual accounting data from organizations unless they are publicly quoted companies. As a result, previous research studies looking into performance related issues used self-reported financial and non-financial performance measures. However, Sink and Tuttle (2009) note that performance should not be treated only as a financial concept. Thus, it is suggested that particularly in the service sector, non-financial performance should receive serious consideration. In addition, Law et al. (1995) recommend the use of nonfinancial performance measures based on the fact that tourism establishments are labour intensive and customer-oriented. The marketing literature is replete with evidence of the positive relationship between market performance and financial performance (Anderson, 2007). Similarly, studies demonstrate the influence of market performance variables such as market share on return on sales (Buzzell, 2014). On the other hand, marketing performance measurement continues to be a large and growing concern for marketing scholars and managers' alike (O'Sullivan, 2009).

Performance is defined as the extent of accomplishment of tasks associated to work. Lumpkin and Dess (2006) displayed that organizations can achieve higher performance, when workers become successful in accomplishing their objectives related to job. Because employee job objectives basically determine firm performance (Hanif and Gul, 2016). Likewise, Kropp (2004) has given perspective that numerous researchers used the term performance to assess put in and output competence. Organizational Performance is basically the ability of the organization to achieve its targets by proficiently utilizing its resources. Various Scholars have recommended various performance evaluation tools. According to Hanif and Irshad (2018), Balance Scorecard is the best instrument to measure the performance of the organization and to enhance the strategies or methodologies of the business. Performance measurement systems must be utilized to remain aware of the performance; and to control the dubious occasions by enhancing its corporate procedures. Organizational performance can be defined as the degree to which an organization is able to meet its own needs and the needs of its stakeholders in order to survive (Griffin, 2003). Carton (2004) suggested that organizational performance is the voluntary association of productive assets that lead to the achievement of shared purpose. Another definition of organizational

performance refers to it as "the ability to acquire and process properly human, financial, and physical resources to achieve the goals of the organization" (Ramezan et al, 2013).

### **Strategies Intelligence and Organizational Performance**

Organization process intelligence includes widespread areas of applications in the field of supervising and analyzing the processes in order to optimize and study and predict and discover the organization processes (Grigori, 2014). Strategic intelligence includes collecting, and analyzing the environmental data and distributing this information on the strategy of the organizations (Kuosa, 2011). strategy is related to some concepts whose meanings refer to goals, objectives, policies, programs, plans, patterns, assignments, sequence of actions, tactics, maneuvers, logistics, synchronizing forces, operational approaches, selection of positions, models, power, attitudes, processes that ensure optimal decisions, purpose, vision, etc. All those terms that applied to the strategy, have different meanings, so this concept is multifaceted, multidimensional and with many meanings, and are defined based on which attribute emphasis is made. Mintzberg (1994) generically defined strategy as "The pattern or plan that integrates the main goals and policies of an organization and, in turn, provides a coherent sequence of actions to be taken". The strategic intelligence includes rules, financial affairs and tax, political and economical extent, and human resources categories of the organizations. In other words, the strategic intelligence considers and analyzes the social, political and economical behavior of the organizations. The strategic intelligence is evaluated with the factors such as the strategic vision, human and social resources, and the economical and political issues of the organizations (Gabber, 2007). strategic intelligence is dependent on the strategic planning system and strategic decision making of the organizations. By another definition, the strategic intelligence is defined as concept which is widely related to the organization intelligence, organization strategies, strategic resources of organization, and strategic management (Richard, 2007). In fact, according to academicians, the strategic intelligence is a widespread and multilateral concept which there is not a fixed and certain definition for it Maccoby (2011); Coccia (2010); Tesselano (2010).

Strategic intelligence is a process of creating a snapshot of the operating environment, including competitors, customers and markets (Purkiyani & Nazarian, 2011). To Marchand and Hykes (2007) strategic intelligence should provide useful information for organizations about their business environment that are needed to anticipate changes and design appropriate strategies that will create value and build the future growth of profitability the new markets within or in other industries. In success of a business, the strategic intelligence has the same meaning used in intelligent systems, but its key role is to emphasize on how the organizational status can be better for controlling the future, challenges and opportunities which increase organizational success (Purkiyani & Nazarian, 1391).

Strategic intelligence can be defined also as realistic understanding of situations and using it to develop appropriate strategies and adapting the workplace to different situations (Pirttimäki, 2007). Strategic intelligence is combined of other types of intelligence to create value-added information and knowledge in line with the organization's strategic decisions (Purkiyani & Nazarian, 2011). Seitovirta again, Miller (1996) and Liebowitz (2006) observe that strategic intelligence is a term used for intelligence activities in the context of strategic planning and strategic management. Strategic intelligence addresses the needs of high-level decision-makers and it is mainly focused on proactive activities. It is possible to observe that strategic intelligence can support strategic management especially by contributing to the collection, analysis and distribution of information. They find that the higher the level of decision making, the more consolidated the information must be and the more conclusions and suggestions should be added to it. Pirttimäki (2007) argues that strategic intelligence is about having a realistic situational understanding and using it to develop a strategy that is appropriate, suits the circumstances and works.

## CONCLUSION

Strategic Intelligence Industry is to ensure greater Technology Intelligence, the higher the consumer loyalty levels. This research concluded that businesses operating in an intensely price based competitive environment, dependent on high economies of scale and with low levels of staff-customer interaction are bound to suffer shocks in their market positions and profitability unless huge investments are made in more relational strategies like Strategic Intelligence, Technology Forecasting and Market Intelligence.

The study concluded that, the quality of a service is subjectively perceived by the study further concluded that a positive Technology Intelligence makes it easier for a firm to convey its brand value to consumers and also generates favorable Organizational Performance among people.

The study concluded that since highly satisfied customers are expected to make future purchases and recommend the source to other customers, high levels of customer satisfaction are likely to lead to Organizational Performance. The study also concluded that there exist very high levels of Organizational Performance of Telecommunication firms in Rivers State..

## RECOMMENDATIONS

The study recommends that companies must focus on those attributes of Market Intelligence which consumers' use to judge the Market Intelligence worthiness of the services offered.

1. The study further recommends that of Telecommunication firms in Rivers State should emphasize on building a positive Strategic Intelligence to meet customer's expectation and offer more benefits to customer.
2. Managers and supporting organizations should not only focus exclusively on either technological intelligence or process innovation, but should give due emphasis on the combined and synergetic approach to get the maximum firm performances benefits from these capabilities..
3. Telecommunication firms need to be more innovative in the use of refined telecommunication know-how in new product development.

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