



THE IMPACT OF STRATEGIC VIGILANCE IN HIGH PERFORMANCE APPLIED RESEARCH IN COMMUNICATION COMPANIES (ASIA CELL, CORK TELECOM)

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Article history:	Abstract:
Received: 26 th April 2022 Accepted: 28 th May 2022 Published: 6 th July 2022	The current research aims to test the impact of strategic vigilance in high performance in communication companies, and for this the researcher selected a random sample that included (120) leaders of communication companies Asia Seal Cork Telecom (executive director, assistant manager, department head, division officer), distributed to them the main research tool to survey opinions on the variables researched, recovered (110) of them, while the valid ones for statistical analysis (100) views, Statistical analysis has shown a number of results, most notably the interest of communication companies in strategic vigilance and high performance, as well as the fact that telecommunications companies have been able to improve their ability to perform highly by employing their strategic vigilance.

Keywords: Strategic vigilance, high performance, communication companies

INTRODUCTION

Strategic vigilance is a function that enables organizations to monitor their markets, competitors in particular and their surroundings in general, so most organizations pay close attention to this function to outperform competitors, by obtaining, tabulating, sorting and processing the necessary information to see which information is consistent with the activity of communication companies and has an impact on their strategic decisions. Strategic vigilance is linked to high performance as well as to the organization's performance of communication companies? In response to the previous problem, we have formulated the following sub-questions:

Does business vigilance have a role to play in promoting high performance in communication companies?

Does competitive vigilance have a role to play in promoting high performance in communication companies?

Does environmental vigilance have a role to play in promoting high performance in communication companies?

1-2 The hypotheses of the study: To answer previous questions, we have formulated the above hypotheses:

objectives and strategies to achieve the competitive advantage of these organizations, and the importance of high performance in measuring performance is evident to reflect a clear picture of the success or failure of the organizations.

1 - The systematic framework for research

1-1 Study problem: The problem of research can be formulated in the main question : "Does the vigilance of the strategy have a role to play in enhancing the high performance of communication companies?"

Does technological vigilance have a role to play in enhancing the high performance of communication companies?

The main research hypothesis: There is no statistically significant effect of the combined strategic vigilance dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) in high performance and its dimensions (self-directed task forces, organizational learning, integrated production technology, comprehensive quality management, individual participation).

1-3 The importance of research: The importance of research is reflected in the following:

Its results can be circulated to other organizations to achieve high performance through strategic



vigilance. Determine the high performance level of the telecommunications companies to know and evaluate their position in the market.

1-4 Search objectives: The search objective is as follows:

Learn about the reality of strategic vigilance in communication companies.

The hypothetical scheme of research

Measuring the impact of strategic vigilance on high performance in telecommunications companies.

Determining the level of vigilance and performance of the administrative leaders of the telecommunications companies

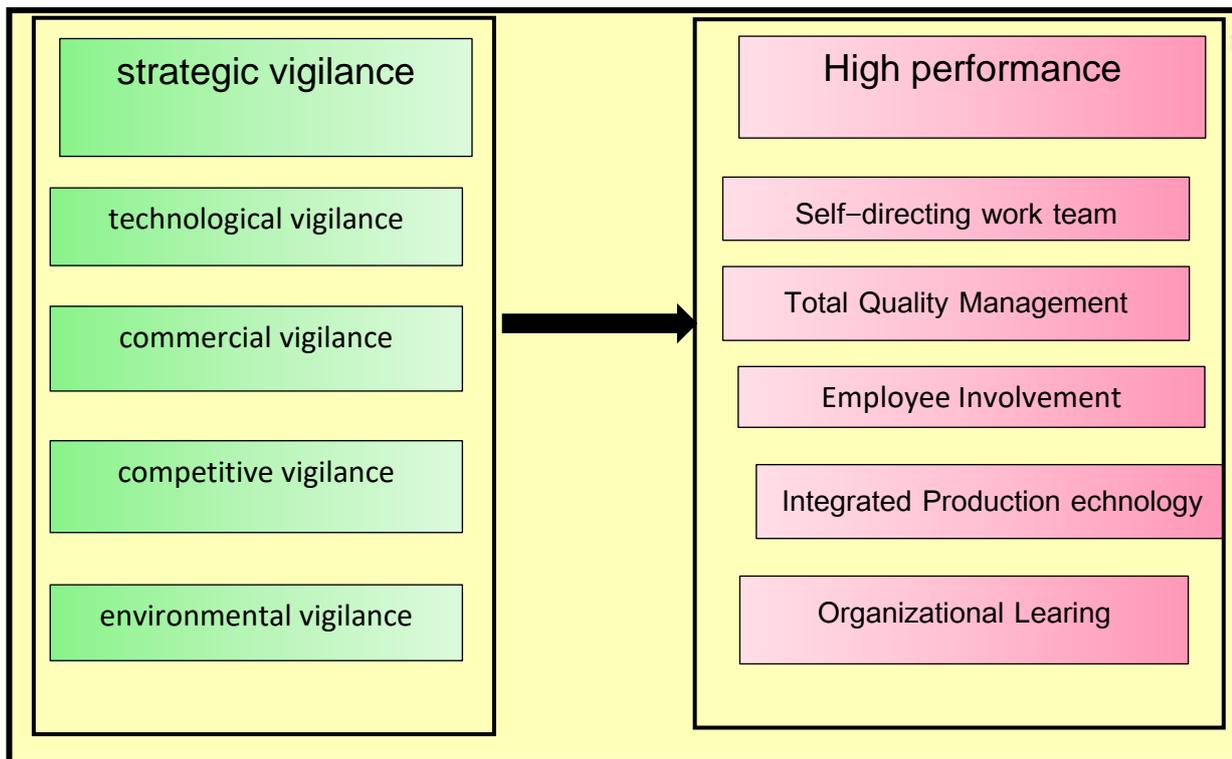


Figure (1) The hypothesis of the research

Figure (1) Hypothesis Study Model

Source: Researcher

1-5 Search limits

Temporal boundaries: The research was conducted from (1/9/2021) to (6 April 2022).

Spatial boundaries: The search was conducted at communication companies in Baghdad.

2- The theoretical framework of research

2-1 Definition of strategic vigilance

Strategic Vigilance (Yamina, 2003:6) is "the process of converting information gained in the context of environmental monitoring in order to detect and collect the most accurate weak signals related to threats and opportunities as soon as possible, and is known as (Hamitou et. al., 2010:1) strategic vigilance as "a system that helps support decision-making by monitoring and analysis of the scientific, technical and technological environment and current and future economic influences,

focusing on information that (Arnaud, 2012:1), referred to strategic vigilance as the organization's visual and hearing sense, a surveillance radar at all times and in all directions to track useful information.

2-2 Strategic vigilance dimensions: The dimensions of strategic vigilance are:

there are four types of strategic vigilance:

a. Technological vigilance

It refers to the organization's monitoring and analysis of the scientific and technological environment in order to identify opportunities and threats, allows the organization to learn about new technologies for its work activity and promotes competitiveness if exploited by acquiring technological innovations (patents) by converting and using scientific and technological information to bring about positive changes in products



and production methods and methods. Technological change has created both opportunities as organizations begin to discover how technology can be used to create new products, and threats that have to rethink their technological strategies (Jakobiak, 2012:1).

b. Competitive vigilance

Competitive vigilance is an activity in which the organization recognizes its current and potential competitors, and is also concerned with the environment in which the competing organization develops, by collecting information from industry analysis and competition analysis, and then analyzing and extracting results to be used in making appropriate decisions (Murad, 2010: 133).

c. Marketing vigilance

It is the process of research, processing and distribution of information related to the organization's markets, which is concerned with monitoring the development of the market, consumer behavior, and the introduction of new products (Centredoc, 2003:8). Marketing vigilance is particularly concerned with predicting the capabilities and actions of competitors and responding to different pressures in the market, such as changing consumer tastes and evolving desires, knowing the characteristics and characteristics of suppliers, and more generally on public affairs and social policies (Dumas, 2004:4).

D. Environmental vigilance

This type of vigilance concerns the remaining elements of the organization's environment, which have not been taken into account by previous species, and is also known as the comprehensive vigilance that is concerned with monitoring economic, political, legal, demographic and cultural developments that affect in one way or another the organization's activity, and its application is a difficult task for the organization since it relates to a wide range of remaining environment related to all events and developments in the fields of the environment (Omar, 2007: 133).

2-3 The importance of strategic vigilance

The importance of strategic vigilance lies in the following: - (Al-Gothji, 2014: 37)

Increase innovative and creative capacity, and continuously improve products, contributing to gaining new customers.

Give the organization a position of strength for having proactive predictive information in the environment in which it operates.

Helps managers formulate competitive strategies and monitor their suitability with the environment until their results are achieved and competitive performance continues.

The success of performance because strategic vigilance is the important source of information on all economic, political, social and legal developments and everything that affects their strategic performance.

The organization is familiar with modern equipment and technologies, and technically advanced organizations with the aim of keeping pace with these recent developments in the technical field.

2-4 Strategic vigilance objectives

The most important objectives of the strategic vigilance of the organizations are: (Hussein, 2015:21).

Remediation and anticipation: in the sense of knowing the changes, techniques, new machines, customers, competitors and other changes, and linked to the aim of remediation and anticipation sub-objectives:

Risk mitigation: in the sense of knowing the risks related to products, competitors, legal legislation and others.

Comparing and developing performance In the sense of knowing what the organization's position in competition in its field of specialization? What levels of creativity, development and research have R&D units reached in competing organizations? Through this study, the organization is able to assess its competitive position compared to competing organizations.

Knowledge of growth: in the sense of knowing the forks, the production gap compared to the demands, as well as the differences of the organization compared to the competitors.

Creativity: In the sense of knowing new ideas and solutions, research and development economics and competitive opportunities.

Expansion: In the sense of knowing new partners, customers, experts, collaborators and others.

3- High performance

3-1 Definition of high performance

High performance is a set of high cognitive intellectual behaviors, abilities and skills enjoyed by individuals working in the organization so that they have the ability to employ those behaviors, skills and knowledge in their field of work and specialization, which makes them provide ideas, products and services characterized by modernity, originality, creativity and discrimination, which enhances the achievement of high-level goals and the growing performance of the organization (Al Hasani, 2010:171).



High performance is a different set of management practices aimed at developing the spirit of loyalty among employees, and the presence of mutual trust between the different management levels in the organization is a key factor in adopting and providing such practices, especially in providing appropriate facilities for the growth of their existence and like those that depend on establishing a high association with the standards of loyalty, familiarity, cooperation and trust to reach so-called high performance. Manpower is the most important issue in high performance organizations, as globalization has caused a shift from traditional structures and processes, and these organizations have begun to encourage and emphasize educated workers and their emphasis on knowledge, and this situation has begun to represent a very important competitive advantage **(Akdemir et al., 2010:2010)**.

3-2 The importance of high performance

The importance of the high performance of the organizations lies in the following: **(Gladicheva, 2006:1)**

Maintaining the organization's success and sustainability with high performance.

The leadership's awareness of market standing through an understanding of leadership and its effective response to the market.

Share vision, message, values and strategies.

The practice of driving on the ground that is consistent with vision, mission, values and strategies.

Infrastructure that supports and promotes vision, mission, values and strategies.

Employees have behaviors that suit the needs of customers.

3-3 Characteristics of high performance

High-performance organizations have a range of characteristics and specifications that distinguish them from others, referred to **(Al-Taie, 2008: 101)**:

The purposes are clear and the objectives are agreed upon and the employees know what they are doing.

Loyalty to those goals with a high degree of realism.

Leadership is geared towards creativity and excellence.

Provides the ability to find new goals of work. There is a feeling among the staff that they are distinct from others.

Wide and appropriate distribution of powers between the team while avoiding control of one of them over the other.

3-4 Dimensions of high performance

The researchers' views differed on determining the dimensions of high performance so the most important models of high performance were presented and reviewed according to their timeliness and determining

the dimensions of each model, and the current research will depend on the dimensions of a model to suit them with the directions of research and its comprehensiveness **(Schermerhorn, 2009:24)** and a brief discussion of the components of the model

a. Self-directing work team

Teams are a group of employees responsible for completing a full or part of the work to provide a product or service. There is interest in these teams because they are a means of reducing costs without cutting the service, they provide flexibility, facilitate communications, and have a role in reducing bureaucracy to meet the needs of customers **(Merritt&Reynolds, 1997:3)** if the team is checked to complete a particular process such as producing a commodity or service and carrying out all administrative tasks and activities related to all work such as planning, organization, and control **(Hawi, 2009:8)**.

b. Total Quality Management

The concept of quality and improvement first appeared in Japan at the beginning of the 20th century and then spread in North America and western European countries until it became the subject of the times, and helped to spread this concept, which helped spread this concept the loss of American institutions part of their shares in the world markets for the benefit of Japanese institutions that took quality as a bridge through which to cross the world markets and achieve customer satisfaction **(Noureddine, 5:2007)**, Customers are the lifeblood of all organizations, yet there are a few organizations that seem fully capable of matching their performance with the needs of these customers in terms of quality, efficiency or personal service **(Ameri, 255:2006)**, customers convert economic resources into wealth by preparing to pay for the item or service **(Goh, 2000:8)**.

c. Employee Involvement

The concept of employee participation emerged in the 1980s, to enable departments to cope with the increasing spiral of global competition, and to provide many opportunities for workers related to job security and greater returns **(Ward and Hassan 2010:86)** if workers should be given enough freedom to be able to take the initiative, but not many of them, which lead to chaos, and that there is an flow of information that helps understand what is happening in the organization **(Holbeche, 2005:100)**.

d. Integrated production technology



Technology is another key element of contemporary high performance systems, spreading everywhere in our contemporary world, and must be taken into account as part of the practice of organizational development. Integrated production technology focuses on providing flexibility in manufacturing and services and includes job design, information technology and computer use

(Schermerhorn,2002:17)
e.Structured learning

Increased interest in organizational learning in recent years as an urgent strategic necessity for the progress and survival of organizations, as it contributes decisively to dealing with change and environmental uncertainty and generates opportunities for sustainable competitive advantage, and makes the organization look like a learning unit with a common vision in the effects of different branches of knowledge, which has shaken the fundamental fundamentals of traditional administration, (Baghdadi and Abadi,26:2010), Learning involves a change in behavior that is relatively permanent due to experience and therefore the individual acquires the ability to work from this experience, and experience gets it directly (observation or practice) or indirectly, so it is a lifelong process.

4- The practical aspect of research

4-1 Research approach: The research adopted the descriptive analytical approach.

4-2 Community and Research Sample: The research community communication companies in Baghdad, but the search sample is a random sample of the administrative leaders of the communication companies (executive director, assistant manager, head of department, division official) by (100) views.

4-3 Sources of research and methods of data collection: The researcher has relied in his coverage of the subject of research and information collection on two sides, for the theoretical side he relied on data sources, such as books, Arabic and foreign references that are interested in the subject of research, letters, frames, electronic library, CDs, periodicals, conference facts, as well as provided by the International Information Network (Internet) academic messages, scientific research, Recent books and articles related to the subject of research, as for the analytical aspect, have been based on resolution, as their paragraphs have been formulated in accordance with the two research variables by taking advantage of

the studies mentioned in the theoretical aspect that dealt with these variables. The drafting of the paragraphs of the form took into account simplicity and clarity as well as subjecting them to scientific and objective tests to measure their stability and apparent sincerity. The tool was made up of several paragraphs.

4-4The sincerity of the tool: the authenticity of the tool has been verified in several ways as follows:

A- The validity of the form: the validity of the tool was verified by presenting the form to the group of arbitrators, and asked them to express an opinion on the paragraphs of the form by deleting, modifying and proposing new paragraphs and suitable tool for the subject of the research, and based on his observations and opinions the search tool was modified .

B- Stability of the form: In order to use the stability factor of the tool, the Kronbach Alpha coefficient was used to determine the internal consistency of the poor form: strategic vigilance 0.741, strategic performance 0.772 and the values previously stated indicate that the tool has an appropriate stability and meets the purposes of the research.

C- Statistical analysis methods: For the purpose of analysing the results of the study collected through the form, the following statistical methods were used:

- 1.Repetition and ratios: to find out the answers and analysis of sample members,
- 2-Arithmetic medium: To find out the average answers of sample members, the computational medium.
- 3.Pearson link coefficient.
- 4.Kronbach : Used to verify the validity and stability of the study measures
- 5.Simple link coefficient: used for the purpose of measuring the strength and nature of the relationship between two variables .
- 6.Multiple link coefficient: It is used to determine the strength and nature of the relationship between independent and dependent variables .
7. Simple regression: It is used to find the influential relationship between the two search variables .
- 8.Multiple regression: It is used to measure the moral impact of independent variables in the dependent variable .
- 9.Test : F represents the moral impact relationship of statistical semantics between independent variables and the dependent variable.



10.T Test: Used to learn the morality of hypotheses among the accounting community for study variables

5-: Analysis of research results and testing of hypotheses

5-1 And describe the demographic characteristics of the search sample

Table (1) Demographics of the search sample

Demographics	Category	Frequency	and ratio
Gender	Male	8%	80
	The female	2%	20
Scientific qualification	Doctor	6%	6
	diploma	15%	15
	Bachelor	30%	30
	High diploma	35%	35
	Master	14%	14
Length of service	- 1 5	17%	17
	10 – 6	18%	18
	15 -11	20%	20
	15and over	45%	45
age	30 -20	10%	10
	40-31	30%	30
	50-41	25%	25
	60-51	20%	20
	60 and over	15%	15
Position	Executive Director	4%	4
	Assistant Director	10%	10
	Head of department	40%	40
	Division officer	46%	46
company	Asia Seale	33.33	50
	Cork Telecom	33.33	50

Source: Software Outputs (SPSS V.28, $F_{table}=3.909$, $DF=149$)

We note from the table above that the majority of the sample members are male and 80 % and this is an indication of the lack of female participation in employment in communication companies compared to males, and that the importance of the scientific qualification, especially for holders of higher degrees, where the percentage of higher diplomas reached 35%, as we found that the company assigns management positions to experienced people over 15 years of age where they reached 45%, In addition, it assigns leadership positions to the youth group, with 35

percent of leaders aged 31-40, indicating that communication companies have strategic vigilance.

5-2 Analysis of search results

A. Analysis of strategic vigilance paragraphs

The independent variable measured strategic vigilance through its dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) through (21) paragraphs and through answers (150) views, as strategic vigilance



obtained a calculated medium of (310) moderate level and exceeds the hypothetical medium of research, and practices indicating the orientation towards a series of structured processes focused on improving the competitiveness of telecommunications companies through tracking, surveillance, Analysis of the technical, scientific, technical and technological environment, aimed at ensuring the continuation of its activities and working to monitor weak information and signals in its wide environment, as well as to analyse and process that information and make a rational decision that will maintain its competitiveness, as this information allows for proactive investment of opportunities and in order to avoid facing external risks and threats and reducing the state of uncertainty, so that strategic vigilance as a whole obtains a standard deviation (0.314) and relative attention (62%) Average, relative difference factor (10.12%) indicates convergence of opinions about their availability among the leaders of communication companies, as shown by

the results of table (27), but at the level of five dimensions was ranked according to their relative difference factors agencies:

The management leadership of the telecommunications companies was found to be vigilant in the first order, and they gained a moderate average of **3.04** and relative attention (**60.8%**).

In the second priority ranking, it came after environmental vigilance, with a moderate average of **3.20 (3.20)** and relative attention (**64%**).

While companies have shown competitive vigilance in the third order and contribute to improving the level of strategic vigilance, the dimension gets a moderate average (**3.09**) account.

The management leaders of the delivery companies have shown a tendency to adopt technological vigilance in the fourth order, with a high-level median account (**3.06**).

Table (2) Presentation and analysis of strategic vigilance data (n=150)

to	Paragraphs	Mean	Standard deviation	Relative importance%	Variation coefficient%	Priority
1	The company's management continuously monitors new scientific discoveries in the world of communications.	3.02	1.223	60.4	40.49	2
2	The company's management uses the latest high-tech communications.	2.97	1.318	59.4	44.37	4
3	The management of the company does not work to make positive changes and follow modern methods and methods of communication.	2.96	1.320	59.2	44.59	5
4	The company's operational equipment maintenance team	3.28	1.215	65.6	37.04	1



	has outstanding technical capability and efficiency.					
5	The company's management is keen to train individuals and all its members on new technologies in the field of communications in the finest (training and development centers).	3.08	1.255	61.6	40.74	3
Technological vigilance		3.06	0.498	61.2	16.27	Fourth
6	The company's management follows the movements of competing telecommunications companies cautiously in the market and works to anticipate them.	3.19	1.179	63.8	36.95	1
7	The company's management is capable of maintaining attention and not losing sight of the movements of its competitors.	3.04	1.192	60.8	39.21	3
8	The company's management does not collect factual and proactive information in the surrounding environment before competitors.	2.76	1.293	55.2	46.84	5
9	The company's management evaluates its services by reference comparison.	3.38	1.288	67.6	38.10	2
10	The company's management is capable of identifying and diagnosing the strengths and weaknesses of its competitors.	3.07	1.285	61.4	41.85	4
Competitive vigilance		3.09	0.488	61.8	15.79	Third
11	The company's management has sufficient financial resources to meet its various obligations.	3.24	1.256	64.8	38.76	1
12	The company's management always predicts the needs and desires of its customers and precedes its competitors in satisfying them.	3.23	1.269	64.6	39.28	2
13	The company's management has the ability to identify the gap between its services and the need of the market.	3.06	1.280	61.2	41.83	3
14	The company's management provides outstanding services to all target segments.	2.89	1.259	57.8	43.56	4



15	The company's management does not seek to adopt promotional methods that distinguish it from other communication companies.	2.78	1.263	55.6	45.43	5
Marketing vigilance		3.04	0.393	60.8	12.92	First
16	Decision makers monitor random and unexpected events that occur in the environment.	3.21	1.254	64.2	39.06	3
17	The management of the company behaves with a conscious response to situational events in the external environment.	3.12	1.241	62.4	39.77	5
18	The management of the company relies on more than one source for information such as internet networks and other social networking sites.	3.17	1.251	63.4	39.46	4
19	The company's management does not understand the state's ideology, economic philosophy and prevailing laws.	2.93	1.259	58.6	42.96	6
20	The management of the company keeps pace with all the positive changes in social values and beliefs.	3.32	1.239	66.4	37.31	2
21	The company's management uses external consultants to seize opportunities and address threats to the external environment.	3.44	1.178	68.8	34.24	1
Environmental vigilance		3.20	0.502	64	15.68	Second
Strategic vigilance		3.10	0.314	62	10.12	

Source: SpSS V.28

B- Analysis of high performance paragraphs

The variable measured high performance through dimensions (self-directed task forces, structured learning, integrated production technology, comprehensive quality management, employee participation) and through (25) paragraphs, and answers (150) views from the leaders of the communication companies, as the variable received a total of (3.00) moderate level, which indicates that the three companies adopt a high level of performance performed by their members and lead to their superiority over their counterparts, as well as achieving maximum utilization of their resources and providing

satisfactory results and sustainable growth through the active recruitment of their resources, as well as having insightful leadership geared towards excellence and positive impact in society, high performance on standard deviation (0.404), relative attention (60%), average different factor (13.46%), and relative difference factors (13.46%).) refers to the agreement of opinion on availability, as described in the results of table (29), but at the level of the five dimensions, it was arranged according to the relative difference factor of each of them my agencies:

The companies adopted the research sample the participation of individuals first when targeting



improved high performance, so the dimension on the middle of my account (2.53) is low level, which is due to their relative interest (50.6%) limited in the participation of its members.

While the leaders of the telecommunications companies resorted to structured learning in the second order when targeted to provide a better level of high performance, the overall dimension on the middle of my account (3.17) was found to be high level, and receives relative attention (63.4%) moderate.

The companies showed their reliance on self-directed teams in the third order and contributed to improving

the overall high performance, as the dimension got a high median account (3.15), to get relative attention (63%) on average.

While companies showed their adoption of comprehensive quality management in the fourth order and contributing to improving high performance, they got a moderate average of 3.03, to receive relative attention (60.6%) on average.

Finally, the three companies showed their adoption of integrated production technology in the fifth order and in order to contribute to improving high performance, to get a moderate average (3.10) account, and relative interest (62%) on average.

Table (3) Presentation and analysis of high performance data (n=150)

S	Paragraphs	Mean	Standard deviation	Relative importance%	Variation coefficient%	Priority
42	The team has high confidence in its ability to achieve its tasks.	3.31	1.181	66.2	35.67	1
43	The team views the objectives of its members as necessary and achievable.	3.16	1.233	63.2	39.01	4
44	The company's management believes that the team always performs its work with high-level accuracy according to its expectations.	3.20	1.244	64	38.87	3
45	The team can solve the self-problems you face while working with confidence.	3.25	1.238	65	38.09	2
46	The team does not view the work assigned	2.83	1.273	56.6	44.98	5



	to it as too hard.					
Self-directed task forces		3.15	0.632	63	20.06	Third
47	The company's management is developing the intellectual and cognitive capabilities of its leaders.	3.20	1.317	64	41.15	4
48	The company's management encourages creative ideas in order to develop the analytical skills of its leaders.	3.44	1.271	68.8	36.94	1
49	The company's management provides financial allocations to support training, development and learning programs.	3.20	1.258	64	39.31	2
50	The management of the company does not promote personal excellence and develop the skills and abilities of its members.	2.74	1.221	54.8	44.56	5
51	The management of the company changes the ways of thinking about regulatory work by linking it to the need of the market	3.24	1.303	64.8	40.21	3
Structured learning		3.17	0.617	63.4	19.46	Second
52	The company's management continuously develops internal and external means of communication.	3.23	1.276	64.6	39.50	3
53	The company's management does not seek to adopt advanced automated work systems in the implementation of the business.	2.77	1.336	55.4	48.23	5
54	The company's management uses advanced electronic control systems.	3.25	1.205	65	37.07	2



55	The company's management encourages the use of modern technologies in the execution of the business.	2.97	1.203	59.4	40.50	4
56	The company's management motivates individuals to absorb and use modern technologies.	3.30	1.168	66	35.39	1
Integrated production technology		3.10	0.682	62	22	V
57	The management of the company is a human resource partner and an effective element in building and developing quality.	3.23	1.233	64.6	38.17	1
58	The company's management is keen to develop procedures that support quality and improvement processes.	2.98	1.320	59.6	44.29	3
59	The management of the company is not keen to permanently register the events and problems it faces in order to analyze and address them.	2.88	1.360	57.6	47.22	5
60	The management of the company is keen to meet the needs and expectations of customers in order to satisfy them.	2.94	1.309	58.8	44.52	4
61	The company's management is working to adopt the scientific concept to solve problems that occur in the working environment.	3.12	1.205	62.4	38.62	2
Comprehensive quality management		3.03	0.618	60.6	20.39	Fourth
62	The company's management encourages human	3.10	1.369	62	44.16	3



	resources to participate in continuous improvements.					
63	The company's management encourages the participation of human resources in activities and events in the company	2.54	1.245	50.8	49.01	5
64	The management of the company does not provide sufficient opportunities and a suitable work environment that encourages the employee to be proactive and creative	1.406	0.492	28.12	34.99	2
65	The company's management delegates sufficient powers to human resources to enable them to complete the tasks assigned to them.	2.41	1.100	48.2	45.64	4
66	The company's management encourages team spirit and joint collaborative efforts.	3.16	0.836	63.2	26.45	1
Individual participation		2.53	0.352	50.6	13.91	First
High performance		3.00	0.404	60	13.46	

Source: SPSS V.28.

6-CONCLUSIONS:

1. The interest of telecommunications companies in their technological vigilance has been demonstrated in an average way, stemming from the ability and technical competence of the operational equipment maintenance team, but they use modern technical means in a way that does not meet the ambition.
2. Telecommunications companies have adopted competitive vigilance in improving their strategic vigilance by proactively following the movements of competing telecommunications companies within the business sector, as well as their tendency to proactively collect factual

information within the surrounding environment ahead of their competitors.

3. Telecommunications companies have resorted to marketing vigilance in order to enhance their strategic vigilance resulting from having sufficient financial resources to meet various obligations, as well as providing services to all target segments in a way that does not meet the ambition.
4. It shows the interest of good communication companies in environmental vigilance, which led them to use external consultants to invest opportunities and face threats to the external environment, as well as their absorption of the state's ideology, economic philosophy and



prevailing laws in a way that does not meet the ambition and ambition of its customers.

5. T-call companies have focused on self-guided teams in improving their high performance, as a result of having highly confident and capable teams to achieve their tasks, as well as counting these activities as sometimes difficult.
6. T.E. companies were interested in their high performance, and sought to improve it through structured learning resulting from encouraging creative ideas and developing their analytical skills among their leaders, so they encouraged individual excellence and developed the skills of their workers in a way that does not meet the ambition.
7. It shows the interest of telecommunications companies in integrated production technology and in order to make its adoption an

improvement of its high performance, so it has motivated its members to absorb and use modern technology and seek to adopt automated and advanced work systems in the completion of their work.

8. It shows the interest of communication companies in managing overall quality, so their human supplier has returned as a partner and an active element in building and developing quality in a moderate manner, as well as being keen to meet the needs and expectations of their customers in order to satisfy them at times.
9. Telecommunications companies have tended to enhance their high performance through limited employee participation, thus encouraging team spirit and joint collaborative efforts, as well as encouraging the participation of their human resources in activities and events in some cases.

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