



# STRATEGIC INTELLIGENCE AND ORGANIZATIONAL BEHAVIORAL MOTIVATION: THE MEDIATING ROLE OF DIGITAL AMBIDEXTERITY

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## ABSTRACT

*This study aimed to explore the mediating role of digital ambidexterity in the relationship between strategic intelligence and Organizational behavioral motivation. The study employed PLS-SEM and was conducted as a case study involving 15 large industrial firms in Eastern Algeria. Data were collected using a questionnaire administered to a purposive sample of 200 executives. The results showed that introducing the mediating variable did not reduce the strength of the direct effect; rather, it increased compared to the non-mediated model. This suggests that the relationship between the variables goes beyond traditional mediation logic and reflects a more complex explanatory structure involving interactions between direct and indirect effects. The findings also indicate the possible presence of inconsistent mediation, accompanied by a suppression effect, across the model's direct and indirect paths. The study contributes both theoretically and practically by enriching the debate on strategic intelligence and digital organizational capabilities. It recommends that future research examine the multiple roles of digital capabilities as either direct or contextual factors that enhance the effectiveness of strategic intelligence in achieving superior organizational performance.*

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## 1 INTRODUCTION

The competitive environment in today's business world is evolving rapidly, creating a complex landscape characterized by a continuous flow of information and implicit events. Analyzing and understanding this landscape is essential for generating new knowledge and creative insights. In this context, strategic intelligence is a pivotal tool for navigating such complexity, offering a comprehensive and in-depth analytical process that enhances awareness of an organization's strategic capabilities.

When organizations maintain a high level of awareness of their internal capacities and remain informed about developments in their business environment, they are better positioned to identify opportunities for innovation and growth. This knowledge becomes a motivational force that drives strategic behavioral responses aimed at achieving superior performance (Shaheed, 2024). Previous studies have confirmed that strategic intelligence outputs are significant and influence the likelihood of success (Hamuda & Elshref, 2024).

Mohammad et al. (2024) also demonstrated that strategic intelligence shapes performance by detecting market signals and anticipating disruptions, thereby facilitating the formulation of deliberate strategies to achieve superior performance relative to competitors. Gavetti (2012) indicated that the absence of strategic intelligence in organizations leads to market failure and that strategies based on this form of intelligence determine performance behavior (Gavetti & Porac, 2018). Prior studies have further emphasized that effective strategies require deep exploration of new ideas, promising opportunities, and intelligent responses grounded in strategic intelligence. This contributes to higher levels of performance by activating organizational competitive drive (Kurter, 2025). These studies show that strategic behavior depends on competitive and innovative strategies grounded in R&D investment and the development of dynamic innovation capabilities, including identifying environmental fluctuations and seizing opportunities through data-driven decision-making.

In business developments, knowledge derived solely from strategic intelligence outputs is insufficient to achieve superior performance. While strategic intelligence reflects leaders' cognitive capabilities, organizations today require artificial intelligence as a transmission mechanism to ensure a sustainable competitive edge (Abbas et al., 2025).

To create a competitive advantage, identifying skills, capabilities, and technology is not enough. It is essential to know how and when to use each capability or skill to exploit market opportunities before competitors do. Suboptimal conditions for organizations can be created by not applying Skills and capabilities at the right time or in the appropriate manner. Therefore, skills must be developed, activated through technology, and applied promptly to position the organization ahead of competitors and make a meaningful difference (Ürü et al., 2024).

Accordingly, this study proposes digital technology-based organizational ambidexterity as a mechanism that transmits the impact of strategic intelligence on organizational behavioral motivation toward superior performance. This is achieved through exploration and exploitation capabilities, supported by digital technologies such as big data analytics, Artificial Intelligence, and digital platforms, and using ambidexterity strategies to enhance competitive capability (AlShaygy, 2025). Digital organizational ambidexterity ensures the generation of competitive strength, radical change development, the simultaneous pursuit of innovation and investment, and activation. of all capabilities to compete (Benali, 2023).

Presenting Strategic Intelligence as a strategy that activates organizational behavioral motivation as a holistic entity to achieve superiority over competitors is the contribution of the current study to literature emphasizing competitive drive as a concept that clarifies the study's overall objective. In addition, it expands the discussion of strategic intelligence by introducing digital technology-based organizational ambidexterity as a mechanism explaining the transmission of strategic intelligence effects on organizational behavioral motivation, especially in the context of digital transformation.

The study focuses on knowledge derived from human strategic intelligence competencies, supported by digital technologies that enhance exploration and exploitation capabilities. It aims to generate information in uncertain environments and achieve ambidexterity in pursuing competitive objectives. The study highlights these human, technological, cognitive, and informational outputs as organizational cognitive knowledge that stimulates behavioral motivation toward superior performance.

The significance of the study is further strengthened by its application to real industrial settings within major companies in Eastern Algeria, adding both scientific and practical value while addressing an important knowledge gap in the literature.

## 2 THEORETICAL FRAMEWORK AND HYPOTHESES DEVELOPMENT

### 2.1 Strategic intelligence as a driver of organizational behavior

From the outset, strategic intelligence emerged as a systematic process for collecting and analyzing information to support strategic decision making and strengthen an organization's competitive capability (Mohammad et al., 2024; Benjamin & Pauker et al., 2000). By rapidly understanding and analyzing data, leaders become better able to predict future changes accurately and implement decisions promptly (Shamto & Chaabouni, 2024; Soriano & Valdés, 2021).

With increasing market and competitive complexity, strategic intelligence has evolved into a tool for developing a comprehensive view of direct and indirect competition. It enables leaders to detect threats and weaknesses at early stages, manage risks proactively, and use environmental shifts to enhance knowledge dynamics and make timely decisions based on updated information. In doing so, strategic intelligence supports organizational vigilance, flexibility, and sustainable growth (Paiuc et al., 2024).

Over time, strategic intelligence has gained importance beyond analysis, becoming a means of integrating decision-making processes with environmental analysis and competitor interactions, thereby enhancing innovation and contributing to superior performance (Crumpton,

2015; Salih & Abdulrahman, 2015). Its practices have developed into systematic foresight actions that generate knowledge about the competitive environment and guide organizations toward improved performance (Calof, 2025).

The effectiveness of strategic intelligence depends on five integrated components: foresight, future vision, systemic thinking, partnerships, and intelligent motivation (Maccoby, 2001). These competencies enable comprehensive analysis of internal and external business environments. In this context, the role of strategic intelligence is not limited to analysis; it also extends to strengthening the organization's capacity to reshape reality by transforming raw data into strategic insights that anticipate challenges, identify opportunities, and assess the sustainability of future achievements.

Strategic intelligence, therefore, serves as a guide based on the assimilation of evidence obtained from analyzing information extracted from the business environment and competitors' actions. This evidence informs investment decisions and enables the formulation of competitive strategies.

Building on this premise, prior studies suggest that organizational motivation stems from strategic orientation (Adiguzel & Sommez, 2022). It also arises from external changes that create competitive pressures (Gavetti, 2012), which are activated through the interaction of cognition-related factors (Uka & Prendi, 2021) and information processes that monitor the organization's external environment. In addition, organizational motivation originates from competitive strategies aimed at achieving high and innovative performance (Musetti et al., 2023). Accordingly, this study posits that behavioral motivation in organizations is shaped by the organizational environment, which drives organizations to take strategic steps to determine their competitive position by understanding internal and external dynamics.

Complete knowledge of organizational realities strengthens confidence in available resources and enhances the ability to enter competitive markets and exploit opportunities that drive strategic behavior. Thus, behavioral motivation represents the practical translation of competitive drives into strategic activities that improve organizational performance. This notion is supported by goal-setting theory, which explains how driving forces

are reflected in observable behavior through the formulation and pursuit of goals. Motivation is a psychological state, behavior is the outcome, and goals are the mechanism that directs this behavior. Without goals, motivation remains latent and ineffective (Kurose, 2013).

Within this framework, behavioral motivation supports the formulation and implementation of organizational strategies, reflecting a contemporary strategic approach that combines reactive and proactive behavior. Environmental changes influence strategic perception, which in turn shapes behavioral motivation (Burgelman, 1983). These behaviors enable strategic leaders to outperform competitors based on their cognitive representations (Gavetti & Porac, 2018).

Theoretically, strategic intelligence enhances organizational behavioral motivation by strengthening the organization's cognitive ability to interpret complex environments and translate this understanding into purposeful action. Strategic intelligence, often conceptualized as the capacity for environmental scanning, foresight, and strategic interpretation, enables organizations to reduce uncertainty and increase the quality of strategic judgments. In turn, this activates internal behavioral systems that support opportunity recognition, flexibility, and shaping capability.

Strategic intelligence is expected to positively influence digital ambidexterity by enhancing the ability to achieve balance between exploration and exploitation in digital environments. Organizations with higher strategic intelligence are better equipped to identify emerging digital technologies (exploration) and to optimize existing digital systems and infrastructure (exploitation).

## 2.2 Organizational behavioral motivation for achieving superior performance

Motivation refers to the internal driving forces that energize and direct action; behavior reflects the observable actions resulting from such motivation; and capability represents the organization's ability or competence to perform these actions (Ryan & Deci, 2000; Teece, 2007). Organizational behavioral motivation (OBM) refers to the internal behavioral and strategic drivers that guide organizational actions toward opportunity pursuit,

adaptation, and competitive positioning (Gavetti, 2012).

Superior performance often depends on the ability to identify and explore distant opportunities, a capability many organizations fail to achieve because of cognitive limitations. Therefore, superior performance is grounded in the management of cognitive processes that support intelligent action (Gavetti, 2012). Accordingly, knowledge plays a fundamental role in shaping a creative vision that guides organizations toward proactively conceptualizing a desired future state within their competitive space, thereby supporting and strengthening change. The motivation to achieve this vision stems from dissatisfaction with the organization's current trajectory (Hassan et al., 2023; Anthony, 2024), which directs organizational efforts toward its realization (Kirilov, 2019).

In this context, strategic intelligence is assumed to support this process by analyzing the organization as a whole rather than as isolated parts (Maccoby, 2001), since any interaction or event may provide valuable insights into future transformations (Anthony, 2024). Organizational opportunities in the external environment can be alerted to by strategic intelligence functions. When decisions are based on this information, forecasts are converted into action, enabling the organization to design a competitive future (Akros, 2016; Hadi & Halaouni, 2024).

This hypothesis is further supported by Schumpeter's view that actors are not constrained by the existing cognitive state; rather, they can reshape collective perceptions of reality and act accordingly. Through the management of cognitive structures, organizations can exploit cognitively distant opportunities, a capability enabled by strategic intelligence. As a result, high-performing organizations in this domain are often more rewarded than those relying solely on incremental improvements (Gavetti, 2012).

Thus, superior performance is achieved by managing mental processes reflected in the three core competencies measured by OBM: opportunity recognition, flexibility, and shaping capability. These competencies are important for pursuing long-term strategic goals, as they capture the organization's underlying motivation to sense opportunities, adapt to dynamic

environments, and proactively shape competitive conditions. These internal driving forces enable organizations to overcome behavioral limitations, making them a source of superior performance (Gavetti, 2012). They can be defined as follows:

**Opportunity recognition:** This refers to the ability to detect favorable situations (Faley, 2014) based on acquired information (Lai, 2016). This process enables the organization to develop capabilities that create tangible value and strengthen its position relative to competitors (Faley, 2014).

**Flexibility:** This refers to the organization's tendency to respond to new conditions, thereby enhancing its ability to exploit current and potential opportunities. The value of flexibility arises from the ability to use opportunities effectively relative to the potential value of alternatives (Maggi, 2019). This is achieved through the systematic analysis of a series of critical events or phenomena, enabling the organization to construct a conceptualization of an envisioned final state (Garud & Van de Ven, 2000).

**Shaping capability:** This refers to the ability to justify opportunities and shape or build a domain of opportunities. This capability is linked to the behavioral motivation of strategic leadership and the need to overcome behavioral constraints by organizing opportunities and creating opportunity space. It includes the leader's ability to bring cognitively distant opportunities closer and make them more acceptable and legitimate by influencing the perceptions and thoughts of relevant internal and external stakeholders. This process requires altering prevailing mindsets and perceptions to enable vision and unlock new opportunities that may otherwise remain unnoticed or be excluded by traditional thinking (Gavetti, 2012).

### 2.3 Digital technology-based organizational ambidexterity

In evolutionary models of organizational forms and technologies, the choice between exploration and exploitation is enclosed as an equilibrium between selection processes and variation. Effective selection among forms, routines, or practices is essential for organizational survival, as is the generation of alternative practices, particularly in changing environments. Given the links between environmental disruption, organizational diversity,

and competitive advantage, the evolutionary dominance of a particular organizational practice depends on the relationship between the rate of exploratory variation associated with that practice and the rate of environmental change (Ürü et al., 2024). This reflects the organization's ability to absorb pressures, respond effectively to turbulent environments, and use potential threats for recovery and competitive advantage (Li et al., 2025), while simultaneously pursuing new opportunities and radical innovations. In other words, it reflects the ability to pursue competing strategic directions at the same time (Clauss et al., 2021; Xue et al., 2022).

In this context, the "ambidexterity hypothesis" posits that organizations capable of exploiting existing operations while exploring new opportunities can achieve superior performance compared with those that emphasize one dimension at the expense of the other (Bøe-Lillegraven, 2014).

Thus, organizations that balance exploration and exploitation are known as ambidextrous organizations. Exploration is associated with experimentation and research into radically new areas and is usually linked to innovation, whereas exploitation involves improving existing operations by focusing on efficiency and productivity. Achieving a balance between these two activities is a fundamental objective, especially in rapidly changing environments shaped by digital technologies, where maintaining a sustainable balance between exploration and exploitation becomes essential (Hoessler, 2024).

In the context of digital transformation, organizational ambidexterity refers to the ability to simultaneously address contradictory environmental and technological demands by pursuing incremental and radical innovation, while accommodating multiple and sometimes conflicting structures, processes, and cultures within the organization (Åkesson et al., 2018). In addition, it involves improving the organizational entity through fundamental changes in its characteristics, achieved through the combination of information, computing, communication, and networked technologies (Vial, 2019).

Many organizations seek to achieve organizational alignment through digital innovation by exploring opportunities offered by digital

technologies and ensuring their successful integration into the core organization (Holotiu et al., 2024). Digital business transformation enables organizations to balance exploration and exploitation. By using digital technologies, organizations can respond quickly to changing business environments while maintaining operational efficiency. Organizational alignment facilitates the effective integration of digital technologies into business models, thereby enhancing innovation and operational efficiency (Nasution et al., 2025). This digital process can be observed in several areas, including advanced analytics for understanding competitors, real-time data processing for risk assessment, and digital platforms for generating customer insights, all of which strengthen the organization's ability to explore and exploit simultaneously (Nasution et al., 2025; Magnusson et al., 2021).

In the context of digital organizational ambidexterity, digital exploration refers to an organization's capability to use digital technologies to explore new opportunities, develop innovative business models, and identify new markets and solutions through continuous learning, research, and experimentation (Hadi et al., 2026). This indicates that organizations are not merely adopting digital technologies but are also redefining how value is created and delivered within and beyond organizational boundaries.

This orientation aims to enhance opportunities for organizational effectiveness. Achieving this requires the reconfiguration and mobilization of organizational and technological resources to support innovation and renewal processes (Brock & Kohli, 2023).

In contrast, digital exploitation refers to an organization's ability to use existing digital technologies to improve operations, enhance efficiency, reduce costs, and maximize the value of existing resources and capabilities. This approach relies on process automation and performance optimization through the effective use of established digital systems (Hadi et al., 2026; Brock & Kohli, 2023). In this regard, the literature suggests that advanced digital technologies enable more flexible resource allocation, supporting a shift from traditional experience-based coordination mechanisms

toward more information-driven approaches to managing innovation resources (Li et al., 2025).

Empirical evidence indicates that innovation performance improves significantly when organizations effectively implement digital organizational ambidexterity. As a dynamic capability, digital organizational ambidexterity simultaneously supports knowledge acquisition and exploitation, thereby positively influencing innovation outcomes (Ramdan & Abdullah, 2021).

However, the literature also indicates that exploration and exploitation in the digital context remain largely technology-centric. Digital exploration is mainly associated with research and development activities and the creation of new digital technologies, whereas digital exploitation is linked to the implementation of these technologies within existing operations and the transformation of innovations into actionable organizational outputs (Hoessler & Carbon, 2024). The fundamental distinction between the two is that exploration involves the assimilation and discovery of future digital technologies, while exploitation involves applying these technologies to enhance current processes and improve operational efficiency (Matusek, 2022).

Moreover, this dynamic interaction strengthens end-to-end interoperability among products, machines, and individuals, thereby supporting the integration of digital systems within the organization (Matusek, 2022).

Building on the distinction between digital exploration and digital exploitation, organizational ambidexterity in the digital context can be understood as a dynamic capability that enables firms to continuously balance and rebalance these competing activities over time.

Accordingly, ambidexterity does not imply a fixed balance; rather, it requires continuous rebalancing as conditions change over time. Organizations must maintain operational excellence while simultaneously pursuing innovations that may drive radical transformation. This combination reflects the simultaneous pursuit of efficiency and innovation, whereby organizations use existing knowledge and resources while exploring new opportunities. This dual orientation is a key driver of competitive success in dynamic environments.

Ambidexterity is not merely a strategic goal but a complex and continuous strategic process that represents a fundamental pillar for sustaining organizational success in rapidly changing contemporary business environments (Alaskar et al., 2024).

Strategic intelligence plays an important role in enhancing strategic foresight and environmental interpretation. This supports the effective deployment of exploitation strategies and digital exploration. These digital capabilities reshape organizational processes, making them more adaptive, responsive, and opportunity-driven, ultimately strengthening OBM.

Based on this perspective, the study assumes that digital technology-based organizational ambidexterity serves as the mechanism through which strategic intelligence influences behavioral motivation toward superior performance. By integrating strategic intelligence competencies with exploration and exploitation capabilities through investment in digital technologies, such as artificial intelligence, intelligent decision-support systems, interactive digital platforms, digital competitive intelligence tools such as Crayon and SEMrush, and scenario modelling and simulation tools, organizations can enhance the effectiveness of strategic intelligence and develop organizational behavioral motivation toward a continuous orientation for superior performance.

Based on this framework, the study is built upon the following hypotheses:

- There is a statistically significant direct effect of strategic intelligence on OBM for superior performance.
- There is a statistically significant direct effect of strategic intelligence on digital technology-based organizational ambidexterity.
- There is a statistically significant direct effect of digital technology-based organizational ambidexterity on organizational behavioral motivation for superior performance.
- There is a statistically significant indirect effect of strategic intelligence on organizational behavioral motivation to achieve superior performance through digitally technology-based organizational ambidexterity.

### 3 METHOD

#### 3.1 Study population and sample

The study population comprised 23 major industrial companies in Algeria's Eastern Industrial Zone. From this population, 15 companies were randomly selected, representing the largest and most prominent enterprises in the region. A purposive sampling technique was employed to distribute the study instrument to executive managers, their deputies, department heads, and organizational leaders. A total of 200 questionnaires were distributed, all of which were retrieved and subjected to statistical analysis.

#### 3.2 Study instrument

The questionnaire served as the primary data-collection instrument and was developed based on the relevant academic literature on the study variables. Because the dependent variable, organizational behavioral motivation, has not been statistically measured in prior empirical research, its items were developed using the theoretical framework proposed by Gavetti (2012) and Gavetti and Porac (2018). Academic experts in management sciences subsequently reviewed the instrument to assess its content validity, and the items were approved after expert evaluation. The initial version of the questionnaire consisted of 36 items, distributed across the study variable:

- *Independent variable:* Strategic Intelligence, measured through four dimensions: foresight, future vision, systemic thinking, and intelligent motivation.
- *Dependent variable:* OBM, comprising three dimensions: opportunity identification, flexibility, and shaping capability.
- *Mediating variable:* Digital technology-based organizational ambidexterity, comprising two dimensions: digital exploitation and digital exploration.

#### 3.3 Instrument validity

To test the research hypotheses and achieve the study objectives, we first assessed the quality of the results obtained from the measurement instrument using the reference theory to define the theoretical framework (Brown, 2015). Construct reliability was assessed using four main criteria: Cronbach's alpha, Composite Reliability (CR),

rho-A, and rho-C. The values of these criteria should exceed 0.70 (Mekdade et al., 2026). Subsequently, construct validity was assessed to demonstrate the instrument's accuracy and soundness. Convergent validity was assessed using the Average Variance Extracted (AVE) with the requirement that AVE > 0.05.

Additionally, the questionnaire included items on the respondents' demographic and professional characteristics.

**Table 1. Convergent Validity Test Results**

No.	Cronbach's Alpha	rh_A	rh_C	AVE
Strategic Intelligence	0.902	0.904	0.919	0.535
Organizational behavioral motivation	0.901	0.904	0.919	0.560
Digital technology-based organizational ambidexterity	0.894	0.916	0.911	0.605

*Source: (Prepared by the researchers based on Smart Pls4 outputs)*

The indicators reported in Table 1 present the results of the convergent validity assessment. The reliability coefficients, including Cronbach's alpha, rho\_A, and rho\_C, range from 0.894 to 0.919, exceeding the recommended threshold of 0.70. In addition, the average variance extracted (AVE) values for the three variables range from 0.535 to 0.605, exceeding the acceptable cut-off of 0.50. These findings indicate that convergent validity was established and that the measurement instrument demonstrates high reliability.

### 3.4 Discriminant validity

To avoid multicollinearity, we assessed discriminant validity to ensure that the constructs used to measure the causal relationship under study are distinct and do not measure the same construct. We relied on the HTMT criterion, applying bootstrapping to verify that the HTMT value differs statistically from 1.00 at the 95% confidence level (Hair et al., 2019).

The data presented in Table 2 indicate that the HTMT values for the study constructs range from 0.248 to 0.835, all below the maximum acceptable threshold of 0.90. Furthermore, after applying the

bootstrapping procedure, the HTMT confidence intervals confirm that discriminant validity is established at the 95% confidence level.

**Table 2. Discriminant Validity Results**

No.	Original sample (O)	Sample mean (M)	2.5%	97.5%
Mediating <-> dependent	0.248	0.270	0.167	0.402
Independent <-> dependent	0.835	0.835	0.766	0.892
independent <-> mediating	0.403	0.412	0.306	0.531

*Source: (Prepared by the researchers based on Smart Pls4 outputs)*

**Table 3. Model Fit Results**

	Value	Acceptance Criterion
SRMR	0.060	>0.08
NFI	0.709	Between 0 and 1

*Source: (Prepared by the researchers based on Smart Pls4 outputs)*

**Table 4. Results of Analyzing**

No.	Variable	Mean	Degree of Agreement
1	Foresight	4.022	High
	Future vision	4	High
	Systemic thinking	3.99	High
	Intelligent motivation	4	High
	Intelligence strategic	4.003	High
2	Opportunity identification	4.15	High
	Flexibility	4.12	High
	Shaping capability	4.05	High
	Organizational behavioral motivation	4.10	High
3	Digital exploitation	3.90	High
	Digital exploration	3.18	Medium
	Digital technology-based organizational ambidexterity	3.54	High

*Source: Prepared by the authors based on SPSS outputs*

Table 3 reports the Standardized Root Mean Square Residual (SRMR), which was used to assess the overall model fit. Following the recommended criterion, an SRMR value below 0.08 indicates an acceptable model fit. The SRMR value of 0.06, therefore, suggests that the proposed model demonstrates a satisfactory level of fit. Accordingly, the results of the analysis are reliable and appropriate for interpretation.

#### 4 MEASURING THE LEVEL OF PRACTICE OF THE STUDY VARIABLES

To analyze the levels of strategic intelligence, organizational ambidexterity in the context of digital transformation, and OBM for superior performance in the institutions under study, arithmetic means were calculated for each construct dimension. The results are presented as follows:

The statistical data presented in Table 4 indicate a high level of practice in strategic intelligence, digital technology-based organizational

ambidexterity, and behavioral motivation for superior performance, as the arithmetic means of the variables fall within the range of [3.41-4.20], reflecting a high degree of practice.

The variable "behavioral motivation for superior performance" ranks first, with an overall mean of 4.10. Similarly, its dimensions-opportunity identification, flexibility, and shaping capability-also recorded high mean scores.

Strategic intelligence ranks second, with an overall mean of 4.003. The results show a high level of practice in foresight, future vision, intelligent motivation, and systems thinking, with very close mean values among these dimensions.

Finally, digital technology-based organizational ambidexterity ranks third, with an overall mean of 3.54. A high level of practice is observed for the exploitation dimension. In contrast, a moderate level of practice is noted for exploration, with a mean of 3.18, which falls within the range [2.61-3.40].

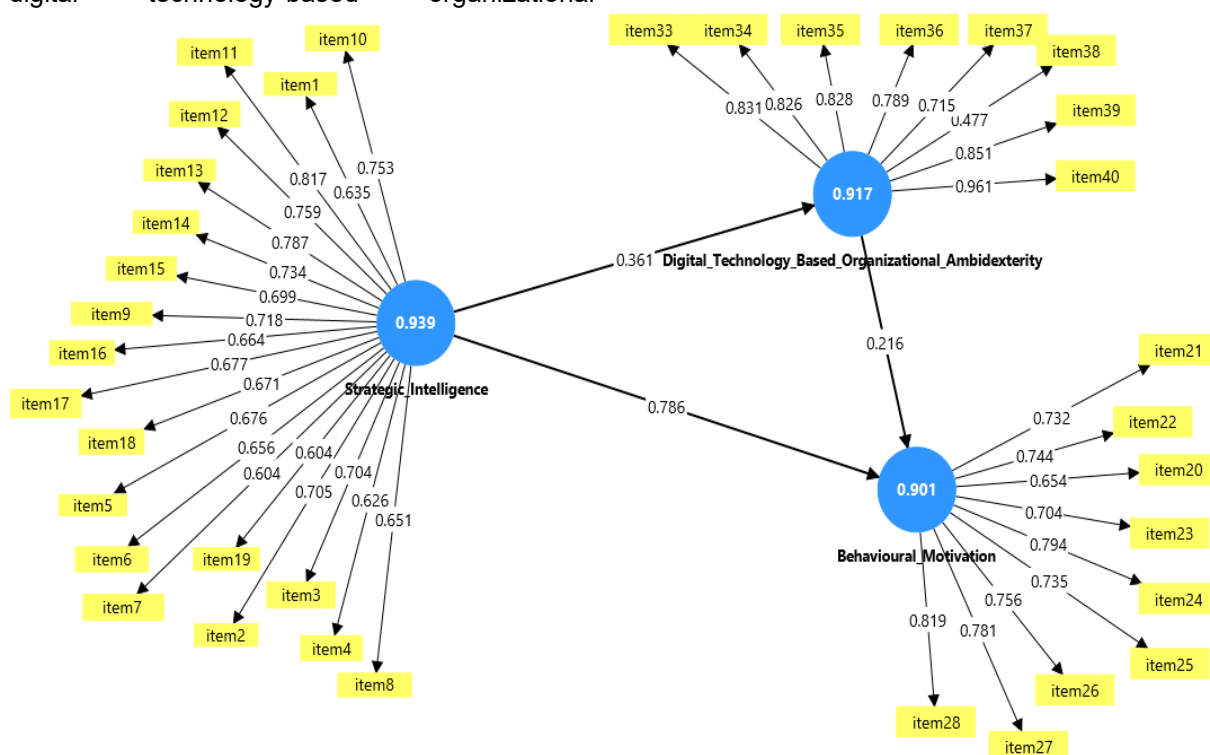


Figure 1. Structural model of the study  
Source: (Prepared by the authors, based on Smart Pls4 outputs)

#### 5 HYPOTHESIS TESTING

The research adopted the Partial Least Squares Structural Equation Modelling (PLS-SEM)

algorithm. PLS-SEM is considered a predictive and causal approach to structural equation modelling in this study. The causal approach focuses on examining the overall relationship

between the independent and dependent variables and subsequently assessing whether this relationship weakens or disappears upon the inclusion of a mediating variable. Accordingly, the theoretical relationship derived from the conceptual framework is tested, and the proposed hypotheses are empirically validated.

The structural model of the study is presented in Figure 1. The figure illustrates the model estimated using the Partial Least Squares Structural Equation Modelling (PLS-SEM) algorithm, showing the relationships among the study variables and the corresponding path coefficients.

The results indicate statistically significant relationships among the main constructs.

Specifically, a weak but statistically significant relationship was found between strategic intelligence and digital technology-based organizational ambidexterity at the 0.05 significance level. Similarly, digital technology-based organizational ambidexterity showed a weak but statistically significant relationship with organizational behavioral motivation. In contrast, strategic intelligence demonstrated a strong and statistically significant relationship with organizational behavioral motivation at the 0.05 significance level.

Table 5 presents the results related to Hypothesis 1, which proposes that strategic intelligence has a statistically significant direct effect on organizational behavioral motivation.

**Table 5. Results of the direct effect of strategic intelligence on behavioral motivation**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Strategic Intelligence -> Behavioral Motivation	0.785	0.787	0.032	24.173	0.000

Source: (Prepared by the researchers based on Smart PIs4 outputs)

The results presented in the table indicate a direct effect of strategic intelligence on behavioral motivation. The magnitude of this effect was  $\beta = 0.785$ , with a T-statistic of 24.173 and a p-value of 0.000, which is below the significance

level of 0.05. Therefore, this effect is statistically significant, confirming the validity of Hypothesis 1.

Table 6 illustrates the direct effect paths among the variables when the mediating variable is included.

**Table 6. Results of the direct effect paths**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Organizational_Ambidexterity_in_Digital_Context -> Behavioral_Motivation	0.095	0.093	0.045	2.095	0.036
Strategic_Intelligence -> Behavioral_Motivation	0.895	0.897	0.023	39.152	0.000
Strategic_Intelligence -> Digital technology-based organizational ambidexterity	0.307	0.313	0.057	5.408	0.000

Source: (Prepared by the researchers based on Smart PIs4 outputs)

Based on the statistical results presented in Table 6, significant positive relationships were observed among the study variables. Specifically, strategic intelligence had a statistically significant direct effect on digital technology-based organizational ambidexterity ( $\beta = 0.307$ ,  $T = 5.408$ ,  $p < 0.001$ ). Since the p-value is below the 0.05 significance level, this result supports Hypothesis 2.

The results also show that digital technology-based organizational ambidexterity has a direct positive effect on organizational behavioral motivation ( $\beta = 0.095$ ,  $p = 0.036$ ). This indicates that higher levels of organizational ambidexterity are associated with higher levels of behavioral motivation. As this effect is statistically significant at the 0.05 level, Hypothesis 3 is supported.

In the overall structural model, the direct effect of strategic intelligence on organizational behavioral motivation remained statistically significant after including digital technology-based organizational ambidexterity as a mediating variable ( $\beta = 0.895$ ,  $p < 0.001$ ). This finding indicates that the relationship between strategic intelligence and behavioral motivation remains strong even in the presence of the mediator.

Moreover, the introduction of the mediating variable did not reduce the strength of the direct effect. Rather, the magnitude of the relationship increased compared with the non-mediated model. This suggests that the role of digital

technology-based organizational ambidexterity may not follow a conventional mediation pattern. Instead, the results point to a more complex relationship involving both direct and indirect effects. In line with MacKinnon et al. (2000), this pattern may indicate the possibility of inconsistent mediation or a suppression effect within the model.

Therefore, the indirect effect should be examined separately to determine whether the mediating role of digital technology-based organizational ambidexterity is statistically significant, as reported in Table 7.

**Table 7. Indirect effect results**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Strategic_Intelligence -> Behavioral_Motivation	0.200	0.211	0.097	2.052	0.040

*Source: (Prepared by the researchers based on Smart PIs4 outputs)*

According to Table 7, the test of the indirect effect of strategic intelligence on behavioral motivation through digitally based organizational ambidexterity shows that this effect is statistically significant, with a coefficient value of  $\beta = 0.200$ , a t-value of 2.052, and a significance level of  $p = 0.040$ , which is below 0.05.

Accordingly, there is a statistically significant mediating pathway from strategic intelligence to behavioral motivation through organizational ambidexterity. It is also observed that this indirect effect does not operate independently of the strong direct effect reported in Table 6, reflecting the simultaneous presence of both pathways within the structural model.

From a comprehensive perspective, the coexistence of a significant indirect effect alongside a sustained, strong direct effect suggests a non-standard mediation pattern, potentially indicating inconsistent mediation accompanied by a suppression effect. This reflects a redistribution of effects between the direct and indirect pathways within the model.

Considering these findings, it is necessary to interpret the relationships among the variables within a complex third-variable framework, as suggested by MacKinnon et al. (2000) in the

literature on the equivalence of mediation and suppression effects.

## 6 RESULTS AND DISCUSSION

This study examined the impact of strategic intelligence, as an independent variable, on organizational behavioral motivation toward superior performance. It also explored the mediating role of digital technology-based organizational ambidexterity in the relationship between strategic intelligence and organizational behavioral motivation. The investigation was conducted through a case study of 15 industrial companies located in the Eastern Industrial Zone of Algeria.

The results revealed a direct and positive effect of strategic intelligence on organizational behavioral motivation. These findings are consistent with Paiuc et al. (2024), who, through a systematic literature review and bibliometric analysis, emphasized that strategic intelligence, from a leadership perspective, acts as a driver of organizational competitiveness and supports its sustainability. Similarly, the findings align with Ahmadi et al. (2020), who reported a positive relationship between strategic intelligence and organizational entrepreneurial behavior, highlighting its role in supporting organizational

growth through opportunity recognition. The results are also supported by Alkharbsheh et al. (2020), who found statistically significant positive effects of strategic intelligence dimensions—future vision, systems thinking, motivation, and strategic partnerships—on organizational excellence.

The study also revealed a direct effect of digital technology-based organizational ambidexterity on organizational behavioral motivation. Although this relationship has received limited empirical attention, the result is consistent with Kandoth and Shekhar (2025), who found that ambidexterity, through exploration and exploitation, positively contributes to innovative behavior in the information technology sector. Similarly, Ürü et al. (2024) highlighted the positive role of organizational ambidexterity and digital transformation in strengthening organizational outcomes. This argument is further supported by Hoessler and Carbon (2022), who suggested that market superiority requires the development of digital exploitation capabilities to improve process efficiency, while stronger organizational positioning depends on digital exploration capabilities, including the adoption of advanced technologies such as cloud computing, the Internet of Things (IoT), and data analytics.

Regarding overall organizational performance, the findings indicate that success depends on the balanced use of exploitation and exploration capabilities. This reflects the positive role of digital technology-based ambidexterity in guiding organizational behaviors toward improved performance and strengthening competitive motivation. These results are further supported by AISHaygy (2025), who argued that long-term organizational success is achieved when firms simultaneously pursue exploration and exploitation strategies and use advanced digital technologies, such as artificial intelligence, big data analytics, and digital platforms, to enhance organizational resilience and performance.

This interpretation is consistent with Jacobsson and Linderoth (2025), who distinguish between efficiency-seeking and innovation-seeking logics in the use of digital technologies. The efficiency-seeking logic reflects exploitation-oriented activities, such as process optimization and the reduction of manual effort. In contrast, the

innovation-seeking logic reflects exploration-oriented activities involving process redesign and value creation, with digital technologies serving as an enabling infrastructure for both logics.

This distinction clarifies how the role of strategic intelligence is reinterpreted in the context of digital transformation. It is no longer limited to traditional analytical and decision-making tools; rather, it increasingly relies on digital technologies to support strategic foresight, knowledge generation, and decision quality. Accordingly, digital transformation not only changes the tools of strategic intelligence but also reshapes their underlying mechanisms and internal logic, thereby strengthening their ability to support both efficiency and innovation requirements in dynamic organizational environments.

Although digitally enabled organizational ambidexterity showed a statistically significant effect on organizational behavioral motivation, the relatively low magnitude of this effect ( $\beta = 0.095$ ) suggests limited practical impact. This may be because organizational ambidexterity operates mainly as a contextual and operational mechanism that supports behavioral translation rather than as a primary antecedent of motivation. Accordingly, its effect appears practically limited and should not be interpreted as a core determinant of organizational behavioral motivation in the studied context.

This finding can also be understood considering the nature of the dependent variable. Organizational behavioral motivation may be more strongly influenced by leadership and competitive factors than by technological factors. Moreover, the relatively low level of digital maturity in the studied context may further explain the weak effect, as digital ambidexterity practices may not yet be sufficiently embedded in organizational processes to exert a strong independent influence on motivation.

Although the study assumed that digitally enabled organizational ambidexterity would serve as an intervening mechanism, the empirical results suggest that this role does not follow a conventional full or partial mediation pattern. Instead, the findings indicate a more complex mechanism, potentially reflecting inconsistent mediation accompanied by a suppression effect. In this case, the mediating variable changes the

magnitude of the direct effect by accounting for overlapping variance between the constructs, suggesting that digital ambidexterity operates alongside strategic intelligence rather than functioning as a pure transmission mechanism in its effect on behavioral motivation (Lacasa et al., 2020).

The results indicate that strategic intelligence is a higher-order cognitive and strategic resource directly linked to shaping organizational competitive behavior. This explains why its direct effect on behavioral motivation remains strong even after digital ambidexterity is introduced. Accordingly, a substantial portion of the effect does not depend on digital ambidexterity. Rather, it stems from the inherent nature of strategic intelligence as a leadership-based cognitive capability that directly influences organizational orientation and behavior.

In contrast, digitally enabled organizational ambidexterity does not function as an independent causal channel that fully transmits or replaces this effect. Instead, it serves as an organizational and operational mechanism that translates strategic cognitive outputs into faster, more flexible, and adaptive organizational responses, thereby enhancing the organization's capacity to convert strategic outputs into actionable behaviors.

Within this framework, inconsistent mediation and suppression-like patterns reflect the complex interaction between strategic and digital capabilities in industrial organizations. Strategic intelligence directly generates motivational drivers related to competitiveness and performance orientation, whereas digital ambidexterity reorganizes this effect through exploration and exploitation mechanisms. However, these mechanisms do not operate with sufficient strength in the studied context, which explains the persistence of a strong direct effect alongside a weaker indirect effect.

This pattern may also be explained by the limited digital maturity of the sampled organizations, where digital infrastructures are not yet sufficiently developed to serve as a dominant channel for transmitting strategic effects. Consequently, organizations continue to rely more heavily on leadership-based cognitive mechanisms than on digital systems in shaping behavioral motivation.

Accordingly, digitally enabled organizational ambidexterity in this model does not operate as a conventional mediating mechanism. Rather, it functions as an organizational enabler that facilitates the transformation of strategic intelligence into effective organizational behavior without replacing its direct influence. This produces a statistically significant indirect effect and reflects a complex structural pattern involving direct effects, inconsistent mediation, and suppression-like dynamics rather than a simple linear mediation model.

From this perspective, digital ambidexterity can be understood as a variable that reorganizes the relationship between strategic intelligence and behavioral motivation by distinguishing the strategic cognitive component from the operational digital component of organizational responsiveness. In doing so, it helps refine and clarify the original effect of strategic intelligence by isolating the operational variance associated with digital mechanisms, allowing the strategic effect to appear more clearly and robustly in the structural model.

## 7 CONCLUSIONS

This study offers theoretical and practical contributions to the scholarly debate on strategic intelligence. It proposes a more complex model that goes beyond the traditional mediating role by highlighting digital technology-based organizational ambidexterity as a mechanism that reorganizes the relationship between strategic intelligence and behavioral motivation toward superior performance, rather than acting as a primary or dominant explanatory pathway.

The study also provides a statistically supported contribution to the literature on organizational behavior and contemporary organizational strategies by identifying dimensions for measuring organizational behavioral motivation toward superior performance. Importantly, the study does not focus on employees' individual psychological motivation; rather, it examines the organizational drivers that shape behavior aimed at achieving success in competitive markets, thereby distinguishing it from previous research in this field.

The results confirm that strategic intelligence is a key driver of behavior directed toward achieving

superior performance relative to competitors in the current business environment. Furthermore, the findings reveal that digital exploitation and exploration capabilities, which reflect digital technology-based organizational ambidexterity, enhance the organization's ability to channel cognitive and strategic outputs into effective operational responses, rather than serving as a substitute for the direct effect of strategic intelligence.

Accordingly, the study's implications provide a scientific basis for decision-makers to formulate strategies and approaches that support organizational ambitions and visions, enhance performance, and achieve sustainable excellence. The findings also highlight the importance of accumulated knowledge, both explicit and tacit, generated by human and artificial intelligence in the workplace, in identifying strategic opportunities, understanding competitor behavior, and responding to environmental changes. This enables organizations to strengthen their competitive position by reshaping strategies and setting new objectives aligned with ongoing developments and fluctuations in the business environment, ultimately achieving institutional excellence.

Based on these results, it is essential to develop and invest in strategic intelligence capabilities among leaders, alongside investment in modern digital technologies.

## 8 LIMITATIONS AND DIMENSIONS FOR FUTURE RESEARCH

In this study, organizational behavioral motivation for achieving superior performance was measured through three dimensions. This study is among the first to address this construct quantitatively, highlighting the need for further research to deepen understanding of this concept, which has often been overlooked in prior literature. Moreover, there is an urgent need to develop the theoretical framework further to more precisely define the nature and dimensions of this construct, including digital technology-based organizational ambidexterity, and to provide a more detailed elaboration of this concept within the framework.

This study explored digital technology-based organizational ambidexterity as a mechanism that

reconfigures the relationship between strategic intelligence and behavioral motivation to achieve superior performance within a more complex structural framework.

Accordingly, the study recommends the following:

- Expanding the theoretical framework of strategic intelligence and digital organizational ambidexterity to deepen understanding of their mechanisms and impact on organizational behavior, thereby contributing to the development of a more robust and comprehensive causal model in further research.
- Exploring the role of digital capabilities in relation to strategic intelligence in organizational performance, with a focus on understanding how digital exploitation and digital exploration interact to achieve optimal organizational outcomes.
- Developing more comprehensive measurement tools for digital exploration and exploitation capabilities, covering all aspects of digital transformation within organizations, including practical applications of digital technologies such as cloud computing, the Internet of Things (IoT), and big data analytics.
- Re-examining the relationship between strategic intelligence and behavioral motivation using alternative models (such as direct-effect or interaction models), rather than assuming the existence of mediating variables.
- Investigating whether digital technology-based organizational ambidexterity functions as a direct independent variable, a context-dependent variable, or a mediating variable.

Furthermore, this study was conducted through a field survey of 200 managers across 15 industrial companies in Algeria. Despite the sample's significance and size, limiting the study to a single industrial sector may restrict the generalizability of the findings to other sectors.

Therefore, the study also recommends that future research expand to include diverse industrial and service sectors, as well as companies from different geographical and economic environments.

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