The Effect of Strategic Partnerships on Achieving Sustainable Development: The Mediating Role of Business Performance in Saudi Telecommunications Corporation

Mohammed Abdulaziz Al-Mansour[1], Alwia Saeed Osman Zobair[2], Salwa Dirar Awad Mohammed[3], Mahmoud Abdelmuty Hashim Abdelhameed[4], Tafe Abdullah Salih Almaliky[5]

Abstract

The study aimed to identify the effect of (SP) on achieving (SD): The mediating role of (BP) in (STC), and to achieve the goal of the study, the researchers adopted the descriptive and analytical approach, selecting an easy sample of employees in (STC) within the managerial and technical job sectors. (75) employees. Distributed to them an electronic questionnaire was designed on Google and paper forms to collect primary data developed by the researchers. Statistical package (SPSS) and (AMOS) to process the collected data. The study found a set of results, the most important of which are: there is a statistically significant impact for (SP) dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving (SD) with the determination coefficient of (0.554), and also show that there is a statistically impact for (BP) in improving the effect of (SP) on achieving (SD) with an indirect effect of (0.134).

Key words: *Strategic Partnerships (SP); Sustainable Development (SD); Business Performance (BP); Saudi Telecommunications Corporation (STC); The Mediating Role.*

Introduction

Vision 2030 For Kingdom of Saudi Arabia (KSA) focused on all resources (Petroleum & nun-petroleum) as a sustainable competitive advantage in light of global economic conditions and the increasing intensity of competition. Therefore, telecommunication corporation in KSA seek to follow Strategic Partnerships because of its impact on raising the efficiency of the business performance and increasing their profitability & productivity.

According to (www.stc.com.sa), STC Group is the largest telecommunication corporation in the Kingdom of Saudi Arabia and a major regional technological force. It plays a pivotal role in the Kingdom's technology transformation with the aim of achieving a qualitative leap in the Saudi telecommunication sector and supporting the realization of Vision 2030. The STC group's strategy aligns with Vision 2030 and its programs. Thanks to its substantial

[1] Associate Professor, Imam Mohammad Ibn Saud Islamic University, College of Economics and Administrative Sciences, Department of Business Administration, Riyadh, Saudi Arabia, Email: maamansor@imamu.edu.sa

[2] Associate Professor, Imam Mohammad Ibn Saud Islamic University, College of Economics and Administrative Sciences, Department of Business Administration, Riyadh, Saudi Arabia, Email: aszobair@imamu.edu.sa

[3] Assistant Professor, King Khalid University, Applied College in Khamis Mushait Department: Applied Accounting, Khamis Mushait, Saudi Arabia, Email: sdawd@kku.edu.sa

[4] Electrical Engineer, Ministry of Infrastructure & Urban Development in the Northern State, Dongola, Northern State, Sudan, Email: mahmoudmag81@gmail.com

[5] Bachelor's degree researcher Degree Researcher, Imam Mohammad Ibn Saud Islamic University, College of Economics and Administrative Sciences, Department of Business Administration, Riyadh, Saudi Arabia, Email: tafe@imamu.edu.sa

technological capabilities as a major telecommunication corporation, the STC Group contributes to meeting the aspirations of future projects that achieve Sustainable Development for the Kingdom of Saudi Arabia.

Study Problem and Questions

Successful organizations seek to be distinguished, effective, and able to achieve their goals in an optimal manner. Therefore, the STC in the KSA has business and activities focus on introduce Telecommunication, Information, Media and Digitals Cash, the study seeks to search for achieving sustainable development to the (STC) group through getting in good Strategic Partnerships to improve its business performance.

Based on informal Personal interview results and observations of the researchers on published financial reports at (www.STC.com.sa), The (STC) Group at the low level of sustainable development indicators, so this study attempts to identify the possibility of a solution by answering the following main question: Can (SP) in its dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) affect on achieving (SD) considering mediating role of business performance? The following sub-questions are derived from it:

1. What is importance level of (SP) & its three dimensions, (BP) & its two dimensions and (SD) & its three dimensions in (STC) Group?
2. Is there a statistically significant impact for (SP) in its dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) affect on achieving (SD) in (STC) Group?
3. Is there is a statistically significant impact for (BP) in improving the effect of (SP) on achieving (SD) in (STC) Group?

Significance of the Study

This study derives its importance from two aspects:

1. **Scientific Importance**: The study contributes to filling a research gap that previous studies have not comprehensively addressed, as it explores the relationships between (SP), (SD), and (BP) as a mediating variable. This makes it a unique and comprehensive contribution. Furthermore, the study provides a scientific reference for the relationships between the study's variables, supporting visualized knowledge and aiding researchers in advancing knowledge in this field.
2. **Practical Importance**: The practical importance of this study lies in providing data and information to decision-makers within (STC) Group, enabling them to make informed decisions. Additionally, the study sheds light on the importance of (SP) dimensions in addressing (SD) issues and underscores the significance of (BP) within the (STC) Group.

Study Objectives

The main objective of this study is to primarily identify the direct relationship between (SP) and (SD), as well as explore the indirect relationship between them through (BP) as a mediating variable. This exploration is conducted on an easy sample of employees within STC. To achieve this main objective, the researchers formulated several subsidiary objectives:

1. Determine the importance level of (SP), (BP) and (SD) & their dimensions.

2. Examine the direct relationship between (SP) and (SD), (SP) and (BP) & (SP) and (SD).
3. Explore the indirect relationship between (SP), (SD), and (BP) as a mediating variable.

Hypotheses of the Study

The study consisted of the following hypotheses:

1. There is a statistically impact at significance level ($\alpha \leq 0.05$) for (SP) dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving (SD) in (STC) Group.
2. There is a statistically impact at significance level ($\alpha \leq 0.05$) for (BP) in improving the effect of (SP) on achieving (SD) in (STC) Group.

Study Model

Independent Variable	Variable Mediated	Dependent Variable
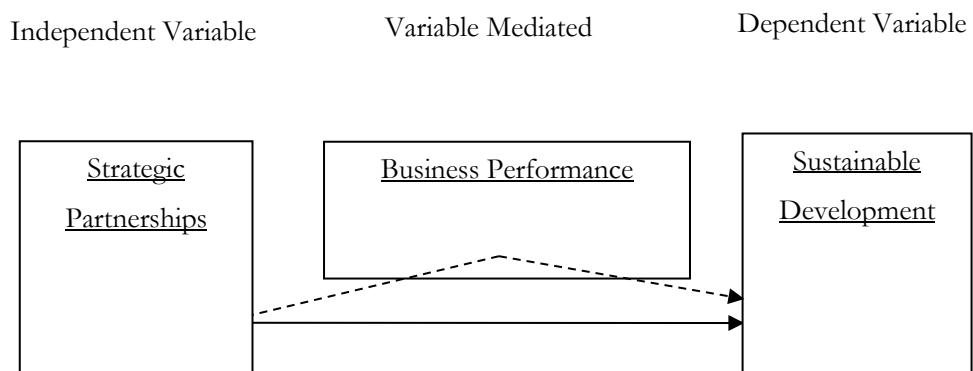
Figure (1): Schematic Diagram of the Model for Three Variables.
Source: Prepared by the Researchers Regarding Previous Studies, 2024, Riyadh.

Previous Studies

Mohammed, et al, (2023) Study

The study aimed to explore the Relationship Between Mergers & Acquisitions (MA) and Financial Performance (FP) at Al-Ahli Bank in (KSA). The results found a high level of importance of (MA), and there is a significant positive relationship between (MA0 and (FP).

Daood, et al (2022) Study

The study aimed to investigate the Mediating role of Employees Green Behavior (EGB) Between Environmental Accounting (EA) and Environmental Performance (EP), The result found the full mediator role of (EGB) in the relationship between (EA) and (EP).

Musleh & Hasan (2022) Study

The study aimed to identify the Impact of Administrative Empowerment (AE) on achieving Sustainable Development (SD) for the Palestinian Security Establishment (PSE). The results found a high level of importance of achieving (SD), and there is an effect of applying (AE) in the (PSE) in achieving (SD).

Kibukho (2021), Study

The study aimed to investigate the mediating role of Citizen Empowerment (CE) in the Relationship between Participatory Monitoring (PM) & Social Sustainability (SS). The results found partial mediator role of (CE) in the relationship between (PM) and (SS).

Al-Naser (2018) Study

The study aimed to investigate the influence of (RC) on Kuwaiti Telecommunications organizations' (KTO) Business Performance (BP). The results found a medium level of importance of (BP) The results indicated a positive significant Impact of RC on KTO' BP.

Sharabati, et. al. (2016) Study

The study aimed to investigate the impact of Intellectual Capital (IC) on Business Performance (BP) in Kuwaiti Telecommunication Industry (KTI). The results indicated a positive significant Impact of (IC) on (BP) in (KTI).

Blohmke (2014) Study

The study aimed to identify the relationship between Technology Complexity (TC), Technology Transfer Mechanisms (TTM) and Sustainable Development (SD). The results indicate that there is a significant between (TC), (TTM) and (SD).

Inoti, et al, (2014) Study

The study aimed to identify the impact of acquisitions on the financial performance of the acquiring companies in Kenya. The results indicate that there is no significant impact of acquisitions on the financial performance of the acquiring companies in Kenya.

Unique Aspects of this Study Compared to Previous Studies

1. **Research Objective**: Most previous studies have covered various aspects of (SP), while this study specifically investigates the impact of (SP) on achieving (SD) under the mediation of (BP) in the telecommunication sector of (KSA).
2. **Study Variables:** This study examines three variables – (SP), (BP), and (SD) - which have not been collectively studied before to the researchers' knowledge. This study represents one of the initial attempts to explore the role of (SP) in achieving (SD) through the mediation of (BP) in the Saudi telecommunication sector.
3. **Regarding the Study Context:** This study is distinguished by its examination of (SP), which are among the earliest studies conducted in (STC) Group. This topic had not been previously studied in similar Arab studies within (SP) telecommunication corporation. The researchers noted this scarcity of Arab studies, especially in (SP) telecommunication corporations, during the course of the study.

Theoretical Framework

Strategic Partnerships

(Greer, 2005) defines full strategic partnerships as a union between two or more companies. This union takes place through concluding alliances between companies, or a union between companies for the emergence of a strong new entity, or striving for one company over another, according to (Larsen, 2006: 167).) Because it contributes to investment in the era of globalization, increases the anxiety of company owners about what might happen in the future, which is afflicted by a lot of investment that these companies face, and this contribution

represents difficulties that may not be in their interes

These companies began to search for a partner who would contribute to confronting these difficulties, and for means such as strong forces. An effective contract is considered one of the important activities for companies to survive and work to practice their activity in the market. (Al-Qaida, 2012: 18) mentions the success of companies in general, and the costs Private communications are only related to the extent to which it achieves its distinction in comparison with its competitors, and entering into strategic partnerships plays a prominent role in this regard. Strategic partnerships also contribute to increasing competitiveness, reducing the tax burden, reducing administrative expenses, managing costs, managing human resources, and the effects of profitability levels. Therefore, these strategic partnerships are embodied in: strategic sources, licenses, and agreements; Cooperation with drivers, suppliers, and suppliers; New knowledge two dimensions, suppliers, snow

Sustainable Development

(Simons, et al, 1999: 15) (BP) is defined as the final product of all tasks and activities, as well as the tools and methods used by (competent managers) and other workers at various administrative levels and various functional departments in order to achieve the required goals. This is somewhat confirmed by (Raza, 2013: 70), (Sami, et al, 2014), and in agreement with the above, (Al-Naser, 2018: 2) defines performance as the outcome of all the tools, means, and methods used to carry out the tasks. According to (Mohammed, 2022: 93), the process of measuring and evaluating performance is one of the basic administrative processes that is no less important than other administrative processes of planning, organizing, directing, coordinating, and decision-making

The successful application of performance measurement and evaluation methods is one of the most important elements of the company's success, development, and continuity

- (Al-Shamari, 2013: 5) states that the massive revolution in information and communications has resulted in a set of challenges, and has become the face of all telecommunications companies, such that these have become Companies are obligated to keep up with them, and one of the most important of these challenges is: the occurrence of fundamental changes in customers' needs and details, which in turn forced those companies to comply with their requirements and desires, and to strive tirelessly to satisfy them by improving and raising the efficiency of their performance, to achieve a sustainable competitive advantage, and he adds to that **(Sharabati, et al, 2013: 33)** The dependence of the communications sector in all its dimensions entrepreneurship.

- **Sustainable Development**

According to (www.worldbank.org), sustainable development is defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs, Younos (2017) shows that each of the three main dimensions focuses on certain aspects; The economic dimension focuses on: (transparency, governance, added value, economic performance, financial performance), and the environmental dimension focuses on (energy, water, greenhouse gases, hazardous and non-hazardous waste, emission, recycling, packaging), while the social dimension focuses on: On: (social investment, working conditions, human rights and fair trade, public policy, diversity, safety, anti-corruption).

According to (United Nations, 2015) the sustainable development goals are the goals

emanating from the Sustainable Development Plan (2030), which number (17) goals and (169) targets, and (Musleh & Hasan, 2022: 54) mentions that the general goals for sustainable development include: Make cities and human settlements inclusive, safe, resilient and sustainable; Ensuring sustainable consumption and production patterns; Protecting, restoring and promoting their sustainable use of terrestrial ecosystems, sustainably managing forests, combating desertification, halting and reversing land degradation and halting biodiversity loss; Encouraging the establishment of peaceful societies in which no one is marginalized in order to achieve sustainable development, provide universal access to justice, and build effective, accountable and inclusive institutions at all levels.

(SP), (BP) and Achieving (SD) at (STC) Group

According to (www.stc.com.sa), the main activities of the company and its subsidiaries (collectively referred to as the group) are providing communications, information, media, and digital payments services, and it has the right to establish companies on its own with limited liability or closed joint stock   It may also own stocks and shares in other existing companies or merge with them, and it has the right to participate with others in establishing joint-stock or limited liability companies or any other entities, whether inside or outside the Kingdom. When the group acquires businesses, it evaluates the assets, The financial obligations incurred for classification and appropriate allocation in accordance with the terms of the contract Economic conditions and related terms as of the date of acquisition, including the separation of derivatives included among other financial instruments in the main contract of the acquired entity. The group engages in a major activity of providing telecommunications services and related goods   Most of the group's revenues, income, and assets are related to its operations inside the Kingdom. The Group operates outside the Kingdom through its subsidiaries, associate companies, and joint projects in multiple countries. The revenue is distributed to the operating sector based on the facility that submitted the revenue report, and sales are calculated between the sectors. According to normal trading prices. The group grants an end-of-service bonus to its employees and is calculated on the basis of the employee's last salary and period of service. It has also approved a long-term employee incentive program that aims to retain employees. The group is reviewing its capital structure in light of strategic investment decisions and changes in the economic environment It evaluates the impact of these changes on the cost of capital and the risk related to capital

Presentation Analysis and Discussion of Questionnaire Data

Study Methodology

The study adopted a descriptive-analytical methodology, incorporating both theoretical and field aspects. Theoretical components utilized description and logical analysis, while the field aspect involved surveys and statistical analysis (Suleiman, 2006: 68).

Data and Information Collection Sources

The study relied on primary sources, including researchers and experts. Data collection methods included questionnaires and personal interviews. Secondary sources, such as books, scientific research, studies, reports, journals, newspapers, seminars, and conferences related to the study's topic, were also utilized.

The Study Population and Sample

The Study Population

The study population of this study consists of employees in (STC) Group within the managerial and technical job sectors (Sekaran, 1992) & (Suleiman and Nour Al-Daem, 2021).

The Study Sample

The sample of the study is intended as a relatively specific number of members of the original community, who are dealt with within the limits of the available time and the available capabilities and begin with their study, then generalize the results to the original community. Provided that you represent the community in the best way (Al-Fadni, 2008).

As for the sampling and analysis unit, it was represented in an easy sample of employees in (STC) Group within the managerial and technical job sectors, which numbered (75) respondents, and the electronic questionnaire was designed on Google and paper forms to collect primary data developed by the researchers was distributed to them, received all and found valid for statistical analysis.

The Study Tool

After conducting a thorough review of the literature pertaining to study variables, the researcher formulated the questionnaire instrument for this study. The questionnaire instrumental sections as follows:

1. Section One: Demographic Variables. The demographic information was collected with closed-ended questions, through (4) factors (Age; Gender; Experience and Qualifications).
2. Section Two: (SP): This section measured the Independent Variable through (3) Dimensions (Strategic Alliances, Relations with Partners and Knowledge about Partners); there are (12) items. All (12) items were measured on a Likert-type (5) scale.
3. Section Three: (BP): This section measured the Mediator Variable through (2) Dimensions (Business Entrepreneurship and Sustainable Competitive Advantage); there are (12) items. All (12) items were measured on a Likert-type (5) scale
4. Section Four: (SD): This section measured the Dependent Variable through (3) Dimensions (Economic, Environmental and Social); there are (12) items. All (12) items were measured on a Likert-type (5) scale

Statistical Tests

The data collected from the responses of the study questionnaire were used through Statistical Package for Social Sciences (SPSS Version 26) and (Amos Version 24) for analysis and conclusions. Finally, the researchers used suitable statistical methods that consist of (Factor Analysis, Cronbach Alpha, Composite Reliability (CR), Average Variance Extracted (AVE), Skewness Test, Percentage and Frequency of distribution, Arithmetic Mean and Standard Deviation, Correlation Coefficient, Regression Model and Path Analysis).

Factor Analysis

Factor analysis was employed to assess the strength of the questionnaire items using Principal Component Analysis. The study utilized the extracted ratios with the Principal Component Analysis method using SPSS Ver. (26) to build a confirmatory factor analysis model to assess the internal consistency of the questionnaire items. The factor analysis allowed determining the sub-dimensions that measure the main variable, as well as calculating the item saturation ratios. The saturation ratio was set statistically at 0.30 according to statisticians' recommendation

(Zaghloul, 2003: 174), which is the ratio adopted in the current study. See Table (1) below.

Table (1): Saturation Ratios for Study Variables.

Dimension	Code	Saturation Ratio	Dimension	Code	Saturation Ratio
Strategic Alliances	1	0.686	Sustainable Competitive Advantage	19	0.814
	2	0.749		20	0.547
	3	0.652		21	0.847
	4	0.775		22	0.597
Relations with Partners	5	0.878		23	0.870
	6	0.650		24	0.832
	7	0.801	Economic Sustainable Development	25	0.777
	8	0.755		26	0.774
Knowledge about Partners	9	0.515		27	0.605
	10	0.758		28	0.984
	11	0.601	Environmental Sustainable Development	29	0.843
	12	0.722		30	0.936
Business Entrepreneurship	13	0.736		31	0.897
	14	0.745		32	0.838
	15	0.887	Social Sustainable Development	33	0.782
	16	0.425		34	0.612
	17	0.844		35	0.780
	18	0.906		36	0.829

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

It is evident from Table (1) that all the questionnaire items achieved sufficient saturation levels for each variable in the study, indicating that the scale items are coherent and consistent. The saturation levels of the independent variable (SP), the mediator variable (BP), and the dependent variable (SD) suggest their ability to influence achieving (SD) in (STC).

Validity and Reliability

Apparent honesty

To verify the validity of the scale, the researchers relied on face validity using the method of comprehensiveness of the content of the survey list, by presenting the draft of the measurement tool to a group of arbitrators, asking them to review the standards included in the measurement tool, in order to verify the validity of its content. This amendment resulted in re-amending the wording of some Paragraphs to take the survey list into its final form (Sekaran, 1992)

Testing the stability of the survey list: According to Bagozzi & Yi (1988), the reliability property expresses the extent to which the tool is able to give the same results if the measurement is repeated on the same person several times in the same circumstances. In evaluating the stability of the measurement tool, researchers have relied on Cronbach's alpha indicators and composite reliability (CR), and the average extracted variance values Average Variance Extracted AVE) The results of which are shown in the following data in Table No (2):

Table (2): Reliability of Study Variables.

Variable	Dimension	Cronbach's alpha value	(CR)	(AVE)
Strategic Partnerships	Strategic Alliances	0.683	0.805	0.515
	Relations with Partners	0.779	0.856	0.602
	Knowledge about Partners	0.550	0.747	0.431
Business Performance	Business Entrepreneurship	0.522	0.896	0.600
	Sustainable Competitive Advantage	0.814	0.890	0.581
Sustainable Development	Economic	0.365	0.871	0.634
	Environmental	0.906	0.932	0.774
	Social	0.745	0.840	0.571

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

Reviewing the results presented in Table (2), it is suggested that the proposals for the reliability of the study criteria may reduce the need for the known reliability evidence to 0.5, 0.6, and 0.7, and agree with the results that the Volkswagen Cronbach values ranged between 0.365 and 0.906; That is, it exceeds the categorical value suggested by (Hu & Bentler, 1999) and is equal to or greater than 0.60. In addition, the preference values (CR) are between 0.747 and 0.932; That is, it exceeds the cut-off value suggested by (Fornell & Larcker, 1981) and is equal to or greater than 0.70, and thus also the values of the fans (AVE) are between 0.431 and 0.774; That is, it exceeds the categorical value suggested by (Malhotra & Dash, 2011) and is equal to or greater than 0.5, which indicates obtaining the study criteria resistant to good reliability; In addition to the accuracy of the uses of current measurement standards to neutralize the relationship between uses Normal distribution of questionnaire data:

First of all, before verifying the validity of the current study's (three) hypotheses, the researcher intended to use the Kolmogorov-Smirnov Test, Skewness, and Kurtosis tests to verify the extent to which the study's data were subject to a normal distribution or not, which is what the data in Table (3) shows:

Looking at the data presented in Table (3), it is clear that all probability values for the study variables are less than the level of significance (0.05), and that the skewness and kurtosis coefficients are limited to the range (± 3), which indicates that the distribution of data for the two study variables is subject to a normal distribution. Therefore, parametric tests were relied upon to verify the validity of the study hypotheses (Sekaran & Bougie, 2016: 186).

Table (3): Normal Distribution Test.

Variable	Dimension	K.-S. T.	Sig.	Skewness	Kurtosis
(SP)	Strategic Alliances	0.203	0.000	-0.653	-0.359
	Relations with Partners	0.130	0.003	-0.213	-0.595
	Knowledge about Partners	0.139	0.001	-0.330	-0.211
(BP)	Business Entrepreneurship	0.160	0.000	-0.491	-0.117
	Sustainable Competitive Advantage	0.125	0.006	-0.731	+0.558
(SD)	Economic	0.151	0.000	-0.426	-0.175
	Environmental	0.265	0.000	-0.289	-1.565
	Social	0.233	0.000	-0.782	+0.165

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

Analysis Results & Hypotheses Testing

Characteristics of Study Sample

Table (4) show the demographic variables of the study sample.

Table (4): Descriptive of the Demographic Variables of the Study Sample.

Variables	Categorization	Frequency	Percent
Age	From 20 to 29 Years	33	44%
	From 30 to 39 Years	21	28%
	From 40 to 49 Years	19	25.3%
	50 Years or greater	2	2.7%
Gender	Male	46	61.3%
	Female	29	38.7%
Experience	Less than 5 Years	33	44%
	From 6 to 10 Years	7	9.3%
	From 11 to 15 Years	18	24%
	15 Years or greater	17	22.7%
Qualification	High School	2	2.7%
	Diploma	12	16%
	B. SC.	44	58.7%
	High Diploma	1	1.3%
	M. SC.	8	10.7%
	PHD	8	10.7%

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

Descriptive Analysis of Study Variables

To determine the level of response of the sample individuals regarding their variables, the category length equation was used, which aims to measure the level of importance of the study variables, as per the following equation (Hair, et al., 2010), (Valentine, et.al., 2014), (Al-Naser, 2018) & (Al-Shehri & Morsy, 2021):

Application Range = (Upper Alternative Limit - Lower Alternative Limit) / Number of Levels (High; Moderate; Low) = (5 - 1) / 3 = 1.33

Based on this, the significance decision is as follows:

1. Low significance ranges from 1 - less than 2.33;
2. Moderate significance ranges from 2.33 - up to 3.66;
3. High significance is from 3.67 onwards.

Table (5): Descriptive Analysis of Study Variables.

No.	Paragraph/ Dimension/ Variable	Mean	SD
1	The company has various communication channels with stakeholders	4.53	0.553
2	The company accomplishes much of its work through alliances and cooperation with other institutions	4.36	0.747
3	The company works to create added market value through transactions and alliances with other institutions	4.61	0.613
4	Experts and consultants from outside the company are consulted when making strategic decisions	4.36	0.747
	Strategic Alliances Dimension	4.47	0.480
5	The company's clients are satisfied with its services provided	3.83	0.964
6	Customers are increasingly choosing the company's new services compared to customers of other telecom companies	4.31	0.697
7	There is a long-term relationship between company employees and customers	4.09	0.825
8	The company allocates sufficient time to solve customer problems	4.13	0.759
	Relations with Partners Dimension	4.09	0.634
9	The company has complete data about customers and is constantly updating it	4.21	0.890

10	The company is interested in sharing knowledge and information with its allies in the field of communications	4.23	0.894
11	The company uses modern information systems to serve its stakeholders	4.37	0.712
12	The company's employees meet with customers on an ongoing basis to determine their wants and needs	3.96	0.877
	Knowledge about Partners Dimension	4.19	0.552
	Strategic Partnerships Variable	4.25	0.446
13	The company is considered a leader in the field of communications compared to other competing companies	4.63	0.653
14	The company will have a greater role in the future compared to other competing companies	4.65	0.647
15	Respond to other competing companies ethically and positively	4.35	0.780
16	The success rate is high in marketing the company's new services	4.13	0.723
17	The company is generally considered successful in its business compared to other competing companies	3.91	1.002
18	The production rate of the company's employees is higher than its competitors in the Saudi market	4.16	0.754
	Business Entrepreneurship Dimension	4.30	0.418
19	The company's operations performance rate is higher than its competitors in the Saudi market	4.20	0.615
20	The company's profit increases every year compared to other competing companies	4.08	0.941
21	The company's sales are growing steadily	4.19	0.783
22	The company's market value (stock value) increases continuously	4.25	0.856
23	The company pays high attention to customer interest compared to other competing companies	3.88	0.944
24	The company achieves a sustainable competitive advantage compared to other competing companies	4.24	0.589
	Sustainable Competitive Advantage Dimension	4.14	0.576
	Business Performance Variable	4.22	0.450
25	The company's business is characterized by a decrease in the cost of raw materials (purchases)	4.00	0.986
26	The company's business is characterized by a low cost of energy consumption	4.36	0.650
27	The company's business is characterized by an improvement in return on investment	4.23	0.669
28	The company's business is characterized by an improvement in the company's profitability	4.36	0.816
	Economic Sustainable Development Dimension	4.24	0.465
29	The company's operations are characterized by low emissions of environmentally polluting gases	4.32	0.888
30	The company's operations are characterized by low consumption of environmentally polluting materials	4.25	0.824
31	The company's operations are characterized by a low frequency of environmental incidents	4.16	0.886
32	The company's operations are characterized by increased energy savings due to continuous maintenance and improved performance efficiency	4.23	0.879
	Environmental Sustainable Development Dimension	4.24	0.768
33	The company seeks to improve the welfare or improve the general interest of members of society	4.55	0.664
34	The company seeks to improve the health and safety of community members	4.51	0.685
35	The company seeks to improve the occupational health and safety of workers	4.37	0.731
36	The company seeks to improve awareness and protect the rights and demands of individuals in society	4.48	0.795
	Social Sustainable Development Dimension	4.48	0.542
	Sustainable Development Variable	4.32	0.485

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

Table (5) shows the arithmetic means of the study variables, with the highest mean being for

the variable (Sustainable Development**)**, followed by the variable (Strategic Partnerships**)** and the lowest mean for the (Business Performance) variable. All of these arithmetic means have a high level of significance. This can be attributed to the fact that the vast majority of the researchers agree that the study variables are important. Decision-makers who play a role in the T(STC) Group business planning should consider all of these variables.

Hypotheses Testing

Adequacy Analysis of the Data to Test the Study Hypotheses

Before testing the hypotheses of the study, the researchers conducted some tests in order to ensure the adequacy of the data for regression analysis, it was confirmed that there was no high correlation between the independent variables Multicollinearity using the Variance Inflation Factor (VIF) and test Tolerance for each variable of the study variables taking into account the Variance Inflation Factor not to exceed the allowable value of (10). And that the Tolerance value greater than (0.05) (Hair, et al, 2023). Table (6) shows the results of these tests.

Table (6): Results of Variance Inflation Factor & Tolerance.

Variables	Strategic Alliances	Relations with Partners	Knowledge about Partners
Tolerance	0.911	0.395	0.386
VIF	1.098	2.534	2.593

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

It is evident from the results listed in Table (6) that there is no Multicollinearity between the independent variables and the values of Variance Inflation Factor of the dimensions are (1.098; 2.534; 2.593), respectively, are less than (10). We can also see that the values of Tolerance ranged between (0.386 - 0.911) which is greater than (0.05). This is an indication that there is no Multicollinearity between the independent variables.

To confirm the previous result, the Pearson correlation coefficient was calculated, as the decision rule indicates that the data is free from the problem of multiple linear correlation if the values of the Pearson correlation coefficient between two or more independent variables exceed 0.8)

 (Haddad & Alafi, 2021: 488). Table (7) shows the results of this test

Table (7): Results of Pearson Correlation.

Variables	Strategic Alliances	Relations with Partners	Knowledge about Partners
Strategic Alliances	1	0.257*	0.296*
Relations with Partners	0.257*	1	0.778**
Knowledge about Partners	296*	0.778**	1

 * Correlation is significant at the 0.05 level   ** Correlation is significant at the 0.01 level

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

Table (7) shows that the highest value of the correlation coefficient between the dimensions of the independent variable reached (0.778) between the two variables

 (Relations with Partners)و (Knowledge about Partners) While the values of the Pearson

correlation coefficient between the other independent variables were less than that, all of them were less than (0.8), and therefore the sample is free of the problem of high multicollinearity in the study data

First Hypothesis: *There is a statistically impact at significance level (a ≤ 0.05) for (SP) dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving (SD) in (STC) Group.*

To test this hypothesis, multiple linear regression analysis and Pearson correlation coefficient were used to examine the impact of Strategic Partnerships in its dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving Sustainable Development in (STC) Group.

The strength of the correlation coefficient was evaluated according to the criteria provided by (Al-Fatlawi, 2017) & (Cohen & Cohen, 1983):

- Low correlation: If the correlation coefficient value is less than 0.10.
- Moderate correlation: If the correlation coefficient value falls within the range of 0.10-0.30.
- Strong correlation: If the correlation coefficient value is greater than 0.30.

Table (8): Multiple Linear Regression Analysis to Test the First Hypothesis of the Study.

Independent Variables	(B)	T-Value Calculate	Sig* (T)	(R)	(R²)	F-Value Calculate	Sig*(F)
Constant	0.814	1.988	0.051				
Strategic Alliances	0.374	4.461	0.000				
Relations with Partners	0.370	3.836	0.000	0.744	0.554	29.423	0.000
Knowledge about Partners	0.075	0.673	0.503				
* the impact significant at level (α ≤ 0.05)							
$Y_1 = 0.814 + 0.374 x_{11} - 0.370 x_{12} + 0.075 x_{13}$							

Source: Prepared by the Researchers from Field Study Data, 2024, Riyadh.

It is clear from Table (8) that this model has the validity to test the statistical significant impact for (SP) in its dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving (SD) in (STC) Group, where the value of (F) reached (29.423) with a significant level of (0.000) which is less than (0.05), which means that this model Valid for predicting the values of the dependent variable (SD); It is also clear that the coefficient of determination (R²) reached (0.554), and this means that the effectiveness of (SP) in its dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) explains the amount of (55.4%) of the change in achieving (SD) in (STC), which is a high explanatory power according to (Al-Fatlawi, 2017) & (Cohen & Cohen, 1983), and that the percentage (44.6%) is due to other variables that were not The study site, including the random variable; It is also clear that (SP) in its dimensions: (Strategic Alliances and Relations with Partners) directly affects achieving (SD) at a significance level of (0.000), which requires acceptance of the first hypothesis, which states: There is a statistically impact at significance level (α ≤ 0.05) for (SP) dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving (SD) in (STC) Group.

Second Hypothesis: *There is a statistically impact at significance level (a ≤ 0.05) for (BP) in improving the effect of (SP) on achieving (SD) in (STC) Group:*

To test this hypothesis, the researchers uses the path analysis to ensure the indirect effect of (BP) on the relationship between (SP) and achieving (SD). As shown in Table (9).

Table (9): Path Analysis Test to Show the Medication Hypothesis

SP on SD through BP	Chi² Calculated		Chi² Tabled	GFI	CFI	RMSEA	Sig*.
	57.115		3.413	0.736	0.743	0.871	0.000
Direct Effect			Indirect Effect	Path		T value	Sig*. T
SP on BP	0.243		0.134*	SP on BP		2.157	0.031
BP on SD	0.551			BP on SD		5.685	0.000
* Indirect effect is multiplied the values of direct effects to variables							

Source: Prepared by the Researcher from Field Study Data, 2024, Riyadh.

From Table (9) we observe that Services Quality has indirect effect on Visitors Satisfaction of The Two Holy Mosques through Emotional Intelligence. The obtained values for the indices are as follows:

- The Chi² was (12.525) at level ($\alpha \leq 0.05$), indicating a good model fit.
- The Goodness of Fit Index (GFI) is 0.736, nearly equal to 1, indicating good model fit.
- The Comparative Fit Index (CFI) is 0.743, nearly equal to 1, indicating good model fit.
- The Root Mean Square Error of Approximation (RMSEA) is 0.871, which falls outside the range of 0.05 to 0.08, indicating poor model fit

As Direct Effect was (0.243) between Strategic Partnerships and Business Performance, (0.551) between Business Performance and Sustainable Development. Also the Indirect Effect was (0.134) between Strategic Partnerships on achieving Sustainable Development through Business Performance. The T value calculated coefficient effect of the first path of study (Strategic Partnerships to Performance) (2.157) which is significant at level ($\alpha \leq 0.05$) while the T value calculated coefficient effect of the second path (Performance to Sustainable Development) (5.685) which is significant at level ($\alpha \leq 0.01$). This result indicates that there is an indirect effect of Business Performance on the relationship between Strategic Partnerships and achieving Sustainable Development as a mediator at the (STC) Group. It is a practical result that contributes to achieving part of the study's objectives. This requires the acceptance of the second hypothesis, which states: There is a statistically impact at significance level ($\alpha \leq 0.05$) for Business Performance in improving the effect of Strategic Partnerships on achieving Sustainable Development in (STC) Group.

Conclusions

This study raised a number of questions, and developed hypotheses related to the study variables. The study results answered the study question and came up the following conclusions:

1. The level of Sustainable Development, Strategic Partnerships and, Business Performance at (STC) Group was found to be high with arithmetic mean (4.32, 4.25, 4.22) respectively. Its agreed with Musleh & Hasan (2022) in high level of SD, Mohammed, et al, (2023) in high level of SP and disagreed with Al-Naser (2018) which found a medium level of BP.
2. There is a statistically impact at significance level ($\alpha \leq 0.05$) for Strategic Partnerships dimensions: (Strategic Alliances, Relations with Partners and Knowledge about Partners) on achieving Sustainable Development in (STC) Group. This result agreed with the finding of Inoti, et al, (2014) & Blohmke,, (2014).

3. The study introduced a model that considers Business Performance as a mediating variable in the relationship between Strategic Partnerships & Sustainable Development. The model exhibited high conformity quality as evidenced by indices such as Chi², GFI, CFI according to exploratory and confirmatory factor analyses and path analysis.
4. The study found Direct Effect of (0.243) between Strategic Partnerships and Business Performance, this result agreed with the finding of Al-Naser (2018).
5. The study found Direct Effect of (0.551) between Business Performance and Sustainable Development, this result agreed with the finding of Musleh & Hasan (2022).
6. There is a statistically impact at significance level (α ≤ 0.05) for Business Performance in improving the effect of Strategic Partnerships on achieving Sustainable Development in (STC) Group. This result agreed with Daood, et al (2022) & Kibukho (2021) which found the full and partial mediator role in there hypotheses results of each studies.

Recommendations

Based on the results of the study, the researchers suggests the following recommendations:

1. The need for the STC to continue strengthening the dimensions of Strategic Partnerships in the Group because of its importance in achieving Sustainable Development.
2. The STC Group's management should focus on strong implementation of Business Performance as a mediating variable to improve the level of sustainable competitiveness
3. The need for the STC to develop appropriate plans and procedures that will overcome the obstacles that face achieving sustainable development dimensions properly.
4. That the Training Department at the STC Group hold seminars and training courses on the importance of paying attention to Strategic Partnerships, Business Performance, and how to continuously raise the level of their practices and applications.

References

1. Amil, Markandesa, (1998), Natural Environments and Social Rate of Discount, Project Appraisal, Available at: https://www.ekb.eg/ar/home.
2. Al-Fadni, Abu Al-Hassan Muhammad Ahmed Al-Sheikh, (2008), Scientific Research and Its Methods, Al-Sharif Academic Library for Publishing and Distribution, Khartoum, Sudan.
3. Al-Fatlawi, Methak Hatef, (2017), Relationship between Lean Leadership and Building Organizational Reputation through the Mediating Role of Organizational Commitment in the General Company for the Automotive Industry, Al-Muthanna Journal for Administrative And Economic Sciences, Iraq, Vol. (07), No. (04), PP 19-41.
4. Al-qaaydeh, Fadi Falah, (2012), The Merger's Impact on Profitability- Case Study of "Al-Ahli Bank in Jordan", Unpublished Master Thesis, Middle East University, Jordan.
5. Al-Naser, Naser Sajid, (2018), Relational Capital and its Impact on Business Performance: Causal Study in Kuwaiti Telecommunications Organizations, Global Journal of Economics and Business, Vol. (05), No. (01), PP 1-24.
6. Al-Shamari, Naser Sajid, (2013), Impact of Intellectual Capital on the Telecommunications Industry's Performance in the Light of External Business Environment: Applied Study in the State of Kuwait, unpublished master's thesis, Middle East University, Amman, Jordan.

7. Al-Shehri, Faisal Ali & Morsy, Mervet Mohammed, (2021), Arab Journal for Administrative Sciences, Kuwait, Vol. (28), No. (01), PP 103-137.
8. Baggozi, R. & Y. Yi, (1988), On the Evaluation of Structural Equation Models, Journal of the Academy of Marketing Science, No. (16), PP 74-94.
9. Blohmke, Julian, (2014), Technology Complexity, Technology Transfer Mechanisms and Sustainable Development, Energy for Sustainable Development, No. (23), PP 237-246.
10. Cohen, J. & Cohen, P., (1983), Applied Multiple Regression/ Correlation Analysis for the Behavioral Sciences. Hillsdale, NJ: Lawrence Erlbaum Associates.
11. Daood, Sana Daood Zaki, Babiker, Nahid Osman Ali & Beely, Adam Omer, (2022), The Mediating Role of Employees Green Behavior Between Environmental Accounting and Environmental Performance: An applied Study on Public Business Sector Companies for Chemical Industries in Egypt, Nile Journal for Arts & Humanities, Sudan, Vol. (03), No. (02), PP 54-73.
12. Fornell, C. & Larcker, D. F., (1981), Structural Equation Models with Unobservable and Measurement Error: Algebra and Statistics, Journal of Marketing Research, Vol. (18), PP 382-388.
13. Haddad, Aseel Nabeeh Roshdy & Allafe, Khalled K., (2021), The Impact of The Administrative Control on The Employees Performance: The Moderating Role of High Involvement Management in The Jordan Customs Department, Global Journal of Economics & Business (GJEB), V0l. (10), No. (03), PP 474-497.
14. Hair, J. F., Black, W. C., Babin, B. J. & Anderson, R. E., (2010), Multivariate Data Analysis, 7th Edition, Pearson, New York, United States of America.
15. Hair, J. F., Sarstedt, M., Ringle, C. M. and Gudergan, S., (2023), Advanced Issues in Partial Least Squares Structural Equation Modeling, 2nd edi., Sage, Thousand Oaks, CA.
16. Hu, L. & Bentler, P. M., (1999), Cutoff Criteria for Fit Indexes in Covariance Structure Analysis: Conventional Criteria Versos New Alternatives SEM, Vol. (06), No. (01), PP 1-55.
    https://www.stc.sa.
    https://www.worldbank.org.
    https://www. Vision 2030 For Kingdom of Saudi Arabia.com.
17. Inoti, G. G., Onyuma, S. O., & Muiru, M. W., (2014), Impact of Acquisitions on the Financial Performance of the Acquiring Companies in Kenya: A Case Study of Listed Acquiring Firms at the Nairobi Securities Exchange. Journal of Finance and Accounting, Vol. (02), No. (05), PP 108-115.
18. Jareer, M.A., (2005), Integration Strategies Evaluation Comparative Study of single –and Multi-Level Strategies the Case of Us Based Bank Mergers, Unpublished PHD Dissertation, Arab Academy For Banking And Financial Science, Jordan.
19. Kibukho, Kennedy, (2021), Media-ting Role of Citizen Empowerment in the Relationship between Participatory Monitoring & Evaluation and Social Sustainability, Evaluation and Program Planning, Vol. (85), PP 101-111.
20. Larsen, J.O. (2006), Modern Advanced Accounting, (l0th Edition), McGraw Hill, U.S.A.
21. Malhotra, N.K. & Dash, S., (2011), Marketing Research an Applied Orientation, Pearson Publishing, London, United Kingdom.
22. Mohammed, Manal Hasan Ahmed, (2022), The Mediating Role of Institutional Performance in the Relationship between Administrative Control Styles and Customers Satisfaction: An Applied Study on the Taxes Chamber in the Northern State – Sudan, Unpublished PHD Dissertation, Omdurman Islamic University, Khartoum, Sudan.

23. Mohammed, S. D. A., Zobair, A. S. O, Mahmoud, A. H. A. & Almansour, M. A., (2023), The Moderating Role of High Involvement Management Practices in the Relationship Between Mergers & Acquisitions and Financial Performance at Al-Ahli Bank in Kingdom of Saudi Arabia, Kurdish Studies, Vol. (11), No. (02), PP 1323-1341.

24. Musleh, Atieh Mohammed & Hasan, Yousef Hasan, (2022), The Impact of Administrative Empowerment on Achieving Sustainable Development for the Palestinian Security Establishment, Al-Quds Open University for Administrative & Economic Research & Studies, Vol. (07), No. (17), PP 49-63.

25. Raza, A., (2013), Impact of Relational Capital Management on Firm Performance. Abasyn Journal of Social Sciences, Vol. (06), No. (01), PP 65-78.

26. Sami, A., Arshad, H. M. & Ashraf, R. U., (2014), Intellectual Capital and Financial Performance: A Comparative Investigation of Top Five Sectors of Pakistan, Journal of Basic And Applied Scientific Research, Vol.(04), No. (03), PP 232-239.

27. Sekaran, Uma, (1992), Research Method for Business: A Skill Building Approach, John Willy & Sons, United States of America.

28. Sekaran, Uma & Bougie R., (2016), Research Method for Business, John Wiley & Sons, United States of America.

29. Sharabati, A. A. A., Shamari, N. S., Nour, A. N. I., Durra, A., B., I. & Moghrabi, K. M., (2016), The Impact of Intellectual Capital on Business Performance in Kuwaiti Telecommunication Industry, International Journal Business Performance Management, Vol. (17), No. (04), PP 428-446.

30. Sharabati, A.A.A., Radi, A.R.K., Nour, A.N.I., Durra, A.B.I. & Moghrabi, K.M., (2013), The Effect of Intellectual Capital on Jordanian Tourism Sector's Business Performance, American Journal Of Business And Management, Vol. (02), No. (03), PP 210-221.

31. Simons, R., Davila, A. & Kaplan, R. S., (1999), Performance Measurement & Control Systems for Implementing Strategy, Upper Saddle River, New Jersey: Prentice-Hall, Inc.

32. Sulaiman, Abdulaziz Abdulrahim, (2006), Research Methods in Humanities Sciences, Nilein University Press, Khartoum, Sudan.

33. Suleiman, Abdel Aziz Abdulrahim, and Nour Al-Daem, Musa Al-Hazeel, (2021), the mediating role of total quality management in road transport, a case study of the (WST) company, Dongola University Journal for Scientific Research, Sudan, No. (21), PP 58-75.

34. United Nations, (2015), Sustainable Development Summit 2015 Retrieved from: https://sustainabledevelopment.un.org/post2015/summit.

35. Valentine, S.; Nam, S. H.; Hollingworth, D. & Hall, C., (2014), Ethical Context & Ethical Decision Making: Examination of an Alternative Statistical Approach for Identifying Variable Relationships, Journal of Business Ethics, Vol. (124), No. (03), PP 509-526.

36. Younos, Saleh Ibraheem, (2017), Proposal to developed the model of Balanced Scorecard as a tool to evaluate the performance under the sustainable development An Empirical Study on the Hamam al-Alil cement plant in Nineveh-Iraq, Al-Anbar Journal for Economic and Administrative Sciences, Iraq, Vol. (09), No. (17), PP 342-376.

37. Zaghlool, Saad, (2003), Your Guide to SPSS Statistical Program, 10th Edition, Arab Institute for Training and Statistical Sciences, Baghdad, Iraq.