



The Impact Of Strategic Vigilance On Strategic Success: An Analytical Study Of The Opinions Of A Sample Of Lecturers At Samarra University

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Abstract. *The current research aims to measure the impact of strategic vigilance through its dimensions (strategic vigilance, competitive vigilance, technological vigilance, environmental vigilance) on strategic success in its dimensions (survival, growth, adaptation), and the problem of the study is defined in the following question: What is the role of strategic vigilance in achieving strategic success? The aim of the study came to identify the role that strategic vigilance can play in achieving strategic success. The questionnaire form was distributed to a sample of lecturers at Samarra University, with a strength of (88) lecturers. The research used a descriptive analytical approach, which was followed by statistical methods like arithmetic mean, standard deviation, linear correlation coefficient, simple and multiple regression coefficient, and statistical programs like SPSS.V.29 and Amos.V.26 to analyze the data and draw conclusions. The most notable of these claims was that strategic vigilance influences strategic success.*

Keywords: *Strategic vigilance, Strategic success, Analytical Study*

1. INTRODUCTION

The last two decades of the last century witnessed an unparalleled knowledge revolution, which led to the reconsideration of many administrative concepts, and changed the features of the global economy, transforming it from an economy based on production (the industrial economy) to a knowledge-based economy (the knowledge economy). The phrase “how much you own” became a thing of the past, and was replaced by the phrase “how much you know”. Modern terms emerged in management science, such as learning organizations, strategic success, strategic vigilance, and organizational learning. Capital was no longer limited to the traditional tangible unit’s properties, as new capitals based on knowledge emerged, until after a period of time it became not a complement to traditional capital, but rather reached the point of being considered an alternative to it. This continuous development and successive change in the business environment prompted organizations to find a technology that provides them with strategic information by sensing environmental variables, collecting information about them, analyzing them, and presenting them to management at the appropriate time in order to rationalize their decisions and achieve strategic success represented by the organization’s ability to survive, grow, and adapt. This technology was nothing but strategic vigilance.

2. The First Topic: The Scientific Methodology Of Research

First: - Research Problem

The global economic environment, especially in the past two decades, has witnessed rapid changes that have affected the business environment and the management style of organizations in particular, as this environment was characterized by globalization and rapid developments in information technology, which made the competition at its most intense, as speed, accuracy and flexibility are necessary to confront these complex dynamic changes in order for the organization to succeed and continue, so discovering and dealing with changes no longer meets the needs of management, as they must be anticipated and initiated to achieve strategic success and achieve growth and continuity in the long term, and in light of the growth of privatization in the Iraqi environment and the increase in the number of private universities and colleges and the increase in the intensity of competition between them, can Samarra University achieve strategic success through strategic vigilance? From the above, the research problem can be formulated with the following questions:

- 1- Is there a clear perception of the importance of strategic vigilance and strategic success among the researched sample?
- 2- In the university under study, is there a relationship or connection between strategic success and strategic vigilance?

Second: - Importance Of The Research

The importance of the research is evident from the theoretical point of view in shedding light on strategic vigilance and its dimensions, as it represents one of the administrative means in achieving strategic success and improving performance in organizations. As for the practical point of view, its importance is highlighted by the possibility of providing experimental evidence from the reality of the Iraqi environment on the extent of the impact of strategic vigilance on strategic success at Samarra University.

Third: - Research Objectives

The main objective of the research is to determine the relationship of association and influence between strategic vigilance and strategic success at Samarra University. To achieve the main objective of the research, the following must be done:-

- 1- Outlining the fundamental ideas of strategic vigilance and its components, as well as the actuality of strategic vigilance and its components (technological, commercial, competitive, and environmental) at the university in question.

- 2- Attempting to reveal the reality of strategic success represented by the dimensions (survival, adaptation, growth) at the university under study.
- 3- Identifying the extent to which lecturers at the university under study realize the importance of relying on strategic vigilance as a mechanism that helps achieve strategic success.

Fourth: Hypothetical Research Plan

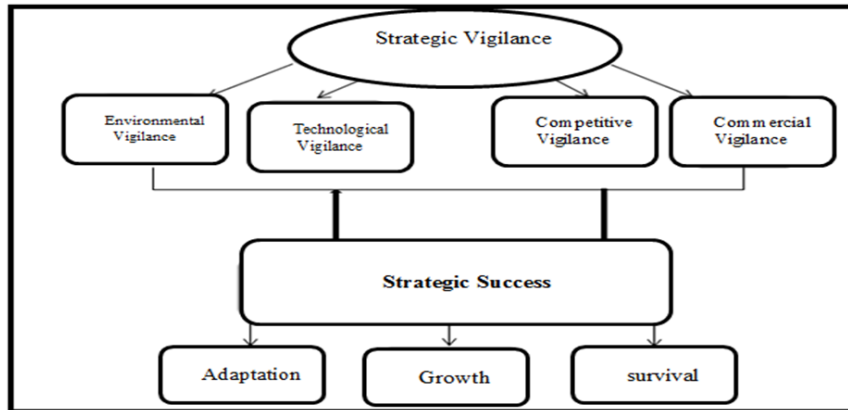


Figure (1) Hypothetical research plan

Fifth: Research Hypothesis

- a. The first main hypothesis: There is a statistically significant correlation between strategic vigilance in its dimensions and strategic success in its dimensions.
- b. The second main hypothesis: There is a statistically significant effect of strategic vigilance in its dimensions on strategic success in its dimensions.

Sixth: - Research Methodology

The research relied on the descriptive analytical method, with the aim of comprehensively identifying and encompassing all aspects of the problem, analyzing it, determining ways to address it, and answering its questions with evidence through the university's teaching staff under study.

Seventh: - Research Community And Sample

The research community is represented by teaching individuals at Samarra University

Eighth: - Research Limits

- a. Temporal limits: It dealt with the opinions of teaching staff at Samarra University for the academic year (2023-2024).
- b. Spatial limits: Samarra University.
- c. Scientific limits: Represented by research variables (strategic vigilance, strategic success).

Ninth: - Sources of information and methods of data collection

- a. Theoretical aspect: The researcher trusted on the available references and Arabic and foreign literature from theses, dissertations, periodicals, seminars, websites, etc.
- b. The applied aspect: Through a questionnaire form that includes four axes, which is the basic tool that was used to collect data in order to analyze it and reach the research objectives.

The Second Section: The Theoretical Framework Of The Research

First: - Historical Development Of Strategic Vigilance And Its Concept

The use of this term became popular inevitably in the 1940s in Japan, then in the United States during the fifties, and was used in studies that discussed the interaction between the individual (the worker) and the machine (the production machine), which required alertness and monitoring of every random movement (Mahmoud and Mahdi, 2019: 6), then this concept was known in France when using information systems in the late eighties, specifically after the establishment of the Professional Association for Strategic Vigilance in (1986), then the scope of use of this concept expanded during the nineties and included several fields such as marketing and technology, then it developed to become a strategic tool used by the organization to improve its decisions (Ismail, 2020: 8)

The word vigilance is derived from the Latin word (Viglantia), which means guarding and monitoring with radar to protect an area when the people responsible for it feel that there is a threat constantly threatening them (Najm and Khalil, 2019: 96), while in the Arabic language It refers to awareness, that is, our senses are open to what is around us, paying attention to everything that surrounds us, taking precautions against it and putting proactive prevention for it (Dawoud and Ibrahim, 2017: 50). In light of the competitive environment characterized by the rate of change, complexity, and turmoil, business organizations, whether productive or service, are looking for tools that enable them to monitor the changes happening in the interior and outside work environment. Among these tools is strategic vigilance, which

in its content refers to anticipating changes to help organization managers make the necessary decisions that are consistent with the rate of change. It is a incessant, voluntary, shared process approved out by a group of employees working in the organization, in which they sense the expected information about the changes that occur in the surrounding competitive environment and use it in making decisions (Lesca, 1997: 17).

It is also a system of operations for monitoring and evaluation that searches for parameters related to the organization's view (environmental, competitive, technological, commercial) to support the decision-making process in the organization (Karima & Zohra, 2008: 206). It is defined as a strategic tool used by the organization to confront external competition based on a set of scientific measures to monitor the variables that may occur (Attancey, 2012: 12).

It means the internal and external variables surrounding the organization to help management make long-term strategic decisions as well as structural decisions (Hussein, 2018: 596), and it is seen (Mahmoud and Mahdi, 2019: 7) as a set of activities that help the organization to encompass the continuous changes in the internal and external environment to help management make sound decisions based on the information provided. It is a state of full awareness of the changes taking place and occurring in the surrounding business environment through continuous monitoring through the senses. It is a continuous, ongoing process that leads to non-repetition of data and selection of what is intended to address a specific problem (Ismail, 2020: 423). It is defined as the continuous collective work carried out by employees in the organization collectively, each according to his administrative level, by collecting, analyzing and interpreting information in a voluntary, proactive manner in order to confront the rapid changes in the external environment with the aim of reducing risks, creating opportunities and confronting threats (Rasheed et al., 2022: 538). It is defined as the collective, intelligent follow-up of the organization's external environment in order to obtain information that provides the organization with new opportunities that competitors do not possess (Mahdi, 2023: 623). The researcher believes that strategic vigilance is a strategic tool used by management to predict variables that occur in the competitive environment and by sensing emergency events, processing them and converting them into information that supports administrative decisions.

Second: - Importance Of Strategic Vigilance (SV)

The importance of SV stems from its ability to provide information about current and potential competitors, whether at the level of their competitive or marketing strategies, their products, or the technological tools used by them, and all the economic, social, political, and environmental changes surrounding the organization (Abdullah, 2019: 210). We can show the importance of SV in the following (Rasheed et al., 2022: 538):

- 1- It contributes to providing the organization with good information for all administrative levels, in addition to continuous monitoring of the surrounding environment.
- 2- It contributes to reaching in-depth knowledge of competitors and target markets.
- 3- Obtaining a strong position that allows the organization to offer its innovative services and products.
- 4- Responding quickly to customer needs.
- 5- Facilitating and rationalizing the decision-making process as a result of providing information at the right time.
- 6- It helps management seize opportunities and avoid threats.
- 7- Improving the organization's performance.

The importance of strategic vigilance stems from its ability to predict future obstacles and challenges that organizations may face, and thus respond well to customer needs and adapt products and services to new changes, as well as continuous improvement and cost reduction, and enhancing the organization's innovative capacity (Omran and Abu Najim, 2019: 91).

Third: - Objectives Of Strategic Vigilance

The organization's application of SV technology achieves the following objectives (Zwain & Daham, 2022: 96):

- 1- Anticipating the opportunities available to the organization and exploiting them well and reducing threats and risks as much as possible and preparing to confront them.
- 2- Identifying the best practices that achieve positive advantages for the organization and its strategies to ensure that it confronts competitors in its sector of work.
3. Achieving the organization's comprehensive efficiency in strategic information systems and in the fields (marketing, commercial, technological and environmental).
4. Analyzing the technical, operational and technological environment of the organization.
5. Comparing the organization's performance with the performance of its competitors in order to develop performance and gain a competitive advantage.

6. An objective assessment of the current competitive position of the organization in relation to competitors.
7. Choosing appropriate projects that benefit the organization.
8. Achieving a high level of processing various information according to the organization's situation, which helps it make better decisions.

The researcher believes that anticipating new opportunities and predicting potential risks are among the most important objects of vigilance.

Fourth - Strategic Vigilance Methods

The strategic vigilance technique is based on two common methods, which are (Mahmoud, 2017: 211):-

- 1- Market study: Market study represents one of the important methods on which strategic vigilance depends and is known as a set of technical procedures and activities that the organization uses in order to produce and provide correct and appropriate information for making decisions in a rational manner. Market study consists of conducting a set of research that targets various aspects of the market, whether consumption habits or income level, customer needs and desires, supply chains and their offers, in addition to knowing competitors and the products they offer and their marketing policies.
- 2- SWOT analysis: It can be said that the purpose of evaluating strategic alternatives using SWOT analysis is to strengthen the organization's strength to seize opportunities, confront threats, and address the weaknesses that the organization suffers from (Charles Zuhl, Jones, 2001: 34). The roots of the SWOT analysis tool go back to the year (1957), when (Philip-Sielzni) presented his theses on the compatibility between the internal factors of the organization and the conditions of the external environment. This idea was later developed by a group of professors of public administration from Harvard Business School and Lasemaki to become a tool that is relied upon to determine the distinctive capabilities of the organization. The SWOT analysis is considered one of the most important tools used to analyze the general situation of the organization based on the elements of strengths and weaknesses, opportunities, and threats, as this approach attempts to establish a compatibility between the elements of internal strengths and weaknesses of the organization on the one hand and the opportunities and threats present in the external environment on the other hand.

Through SWOT analysis, the following can be said: 1- Seizing and investing in opportunities that suit the organization's capabilities, resources and capacities. 2-

Defending against external threats and dangers while avoiding weaknesses and overcoming shortcomings.

Fifth - Characteristics Of Strategic Vigilance

Strategic vigilance has a set of characteristics, including (Karima & Zohra, 2008: 209):-

- 1- Strategy: It has to do with one-time judgments that lack an evaluation model based on experience and take into consideration insufficient information, but it can also represent actions that significantly affect an organization's competitiveness and survival.
- 2- Volunteering: Vigilance is an act limited to monitoring and observing the surroundings as a creative objective. It is a voluntary process of gazing at the expected information with great curiosity and activating all the senses.
- 3- Collective intelligence: In order to accomplish the group's objective of communication and interaction among its members in all suitable forms while adhering to the behavioral rules of governance, i.e., working with the spirit of one team, a group of people monitor signals or signals in the environment and compare them to give them a special meaning.
- 4- Environment: Since the environment of an organization is a collection of things that influence it rather than an abstract idea or statistical entity, it is practical, particularly when aiming for strategic vigilance.
- 5- Creation of creativity: The information does not describe any of the events or works that have been carried out previously, but it does allow for the formulation of hypotheses for a creative future vision. It also includes the interpretation of early warning signals that can be derived from the information obtained and that are related to the invention element.
6. Anticipation: Information is the pursuit of intuitive features, and the organization must offer justifications to illuminate not only the past or present but also the future.

Sixth - Dimensions Of Strategic Vigilance

Strategic vigilance includes a set of dimensions, the most important of which are:-

- 1- Commercial vigilance: It is concerned with monitoring, researching, and collecting information related to the market in which the organization operates, searching for new markets, and innovating new products and services. It constantly monitors consumer behavior and observes the competitive market and the changes that occur to it (Abdul Sada, 2021: 155). This type of strategic vigilance is related to customers, as it focuses on identifying their needs and meeting their requests. On the other hand, it focuses on

suppliers as they are the source of raw materials in the organization. Through commercial vigilance, lasting relationships can be built with them (Omran and Abunjim, 2019: 92).

- 2- One of the most well-known books on technological vigilance is by François Jacobiak, which demonstrates how it relies on processes of tracking and evaluating present and upcoming scientific, technical, and technological advancements to find opportunities in the environment of the organization, take advantage of them, and work to mitigate risks. Because technical vigilance is an informational process that guides the decision-making process in technological innovation, the decision-maker's ability to take sound information at the appropriate moment determines how effective the decision-making process (Hasan & Hamed, 2022: 8). It is a set of scientific and practical methods and means and technological techniques that companies apply to ensure the sustainability of their development and keep pace with the continuous changes in the work environment, relying on a database of all information related to the competitive environment (Abu Dakhil and Al-Burini, 2022: 3371).
- 3- Environmental vigilance: Legislative, financial, political, geopolitical, environmental, and cultural vigilance are some of the other aspects of the organization's surroundings that were not considered in the earlier categories. The business need a flexible and pertinent information system to support informed strategic decision-making. In actuality, thorough and adaptable strategic monitoring seeks to forecast the company's immediate and distant surroundings, the information cycle, and it establishes connections and intelligence between disparate data in place and time (Karima & Zohra, 2008: 208).
- 4- Competitive vigilance: According to its definition, it is the process by which an organization finds its current and potential rivals. It also considers the environment in which the rival organization grows because it keeps an eye on rival products, communication and sales tactics, and business strategies, all of which are linked to close communication and comparison of various points with competitors. Information is gathered from industry and competition analyses, and the results are then analyzed and extracted to use in making the right decisions. The analysis of potential competitors is a crucial input to forecast future conditions, and it can be summed up by understanding the competitor's possible moves and the degree of its capacity to change (Hasan & Hamed, 2022: 8), as it is concerned with following up on the activity of competitors and collecting information about them such as their strategies, new goals, and capabilities to understand their future behaviors (Saridi, 2019: 4).

Seventh: - Concept Of Strategic Success

Strategic success is considered the product of intellectual and philosophical interactions at the level of academics' theorizing and practitioners' application, and the fruit of strenuous efforts, as it came as an inevitable result of what studies have reached at the level of theory and the urgent necessity in the field of application, especially after the events that accompanied the decline of interests that were prevalent in the twentieth century, and the emergence of the third millennium and the contradictions it brought. The crucible of success has come to be associated with individual-related notions like knowledge, learning, culture, strategic vision, and the organization's mission, despite the lack of resources and the rise in demands. Because resources can be copied by rivals and are not always a competitive advantage when compared to emerging trends, decision-makers at the organizational level and from a strategic standpoint have turned their attention to these ideas. This idea, which can be regarded as a unique intellectual creation, introduced new metrics for gauging organizational success—survival, adaptation, and growth—that are better suited to the internal and external surroundings (Al-Amiri, 2010: 35)

Success means Linguistically, it means achieving the desired result (Al-Sabiq, 1985: 941), or it is the achievement of needs, and the term (success) is written to mean success and good fortune according to the modern Oxford dictionary (Al-Amiri, 2010: 33). The concept of strategic success was not a product of the moment, but rather extends to the first studies that dealt with organizational performance, as the systems approach dealt with the study of effectiveness on the criterion of continuity as a final indicator for measuring effectiveness, and accordingly, the strategic success of the organization lies in its ability to change organizational action with the changes occurring in the environment for growth and continuity. Strategic success is the organization's ability to survive, adapt and grow, in light of the goals it seeks to achieve (Al-Rikabi, 1999: 132). It is success in strategic formulation, implementation and follow-up (Johnson & Scholes, 2002: 476). Strategic success is the ability of organizations to adapt, survive and grow (Mohammed, 2013: 47) and is also defined as the formulation, implementation, follow-up and modification of strategy in a successful manner, and strategic planning is synonymous with strategic success if not the same (Al-Dhabawi, 2016: 477). The concept of strategic success is linked to the organization's ability to adapt to the environment and the ability to continue and grow and the interaction of internal and external environmental factors of the organization in a balanced form. This balance is only achieved by the existence of a measure to evaluate the organization's performance in a manner that matches each stage of the organization's life cycle. Strategic success is represented by the organization's ability to

seize opportunities or create them by relying on internal resources and dealing with environmental variables (Mohammed and Omar, 2018: 8). It is defined as the administrative leadership that draws up the organization's strategic goals and achieves them in addition to changes in the work environment and focusing on the main success factors of competing organizations through a long-term strategic view, which adds value to stakeholders and the customer (Al-Ardi and Hussein, 2022: 82)

Eighth: - Importance Of Strategic Success

Strategic success is considered one of the factors of success of organizations, so all organizations are keen to achieve its requirements, and this concept has occupied a distinct importance in administrative studies and research because of its contribution to developing administrative organizational thought by improving the effectiveness and efficiency of organizations, and then the importance of strategic success lies in the following points (Ajil and Abbas, 202: 65): -

- 1- Achieving or maximizing competitive advantage.
- 2- Providing an appropriate climate of ethical dealing and trust that reduces the amount of complaints from employees about the organization.
- 3- Investing in the capabilities and abilities of employees and raising their level of performance to help them develop their skills.
- 4- Evaluating human resources management policies and plans because the results of the process can be used to judge the success of the management or not.
- 5- An important indicator to determine the extent of the organization's senior management's commitment to the principles of quality management, and the extent of the success of the organization's activities and decisions.

Ninth: - Strategic Success Factors

Strategic success factors represent strengths that need to be sustained and exploited continuously, and weaknesses that need to be corrected in order for the strategy to be successfully implemented. Strategic success factors can be summarized in the following points (Salman et al., 2021: 76):-

- 1- Distinguished location in the target markets. A good location means expanding the market share of goods and services provided by the organization.

- 2- Competitive advantage in the target market through a set of methods such as providing better products and services and providing after-sales services to customers, intensive and influential media tours and competitive prices.
- 3- Human technology, financial and non-financial information, appropriate brand, patent, teamwork, ability and the ability to change. (Thompson and Strickland, 2006: 114) considered these factors to be the rules that shape the competitive success of the institution and are the factors that have a great impact on workers in achieving success, and they are the difference between strategic success or failure.
- 6- Analysis of the external environment surrounding the organization and affected by it to determine the strategic elements that affect it negatively or positively in the future.
- 7- Enhances the organization's position, share and location in the market (Jassim and Al-Abbasi, 2023: 434).

Tenth: - Elements Of Strategic Success

Strategic success is based on a set of elements that represent the criteria for achieving success or not, which are:

- 1- Survival: (Al-Jabouri) refers to survival as the essence and core of strategic success, as he views the organization as a success by measuring its ability to survive within the competitive environment at the present time, and here the question arises: Are all organizations in the circle of competition considered successful at the same level? There is no doubt that it cannot be said that all organizations are at the same level of success, even if they are all in the circle of competition, and this means that survival allows the organization to search and carry out more adaptation processes with the variables of the surrounding environment in order to continue and grow (Hassan, 2021: 225). Survival and success are considered two distinct wings of the organization's effectiveness, and a successful organization is one that is able to adapt to available opportunities and overcome the restrictions imposed by the environment and exploit available opportunities and create new opportunities (Al-Jabouri, 2009: 51).
- 2- Growth: Growth has received great attention from researchers and organizations, and organizations strive hard and ambitiously to achieve it, as it is one of the main measures of success, as it expresses the organization's capabilities and potential to develop these capabilities in a way that serves its present and future. However, growth must be governed by the organization's vision and mission, otherwise organizations may become flabby, which becomes a burden that weighs them down, and may lead to results, the least of

which is failure, if not catastrophic results such as the organization's exit from competition and bankruptcy. Also, unstudied growth (beyond the organization's resources and capabilities) does not necessarily express a positive or healthy state, as it may be pathological growth that leads the organization to its decline and liquidation. Growth must express the organization's vision, be consistent with its mission, objectively, and from a strategic perspective (Al-Amiri, 2010: 45). 3- Adaptation: The business environment during the end of the twentieth century and the beginning of the current century is different from what it was before, as the global competition is at its peak and the information technology revolution in various aspects of life, diversity, ethics and human resources have forced the management of organizations to rethink and change their traditional approach. The general feature of the business environment today is characterized by continuous dynamic change. Successful organizations in such an environment are those that can keep each member in constant contact with the environment in order to identify opportunities and threats in a way that enables them to respond immediately to them. Change has become inevitable today for organizations that suffer from constant change to remain in the world of competition. The most successful organizations are those in which change is taken as a main principle, as the first step in change is to identify the need for change, as management can identify the gap between actual and planned performance by using SWOT analysis to show the current status of the organization and its strengths and weaknesses and to identify threats and opportunities that can be avoided and seized. Change is defined as the effort made by the organization to respond to sudden changes in the environment (Alwan et al., 2018: 260).

The Third Section: The Practical Aspect

First: - Results Of Analysis And Discussion

After the data obtained through the study questionnaire were unloaded and tabulated, the researcher used the statistical means of the program (SPSS V.26) to analyze and test the validity of the hypotheses with (88) observations. The stability and reliability coefficient Cronbach's Alpha was tested to measure the stability and significance of the validity of the study tool and the consistency of its axes. The results were as in the following table:-

Table (1) Cronbach's alpha coefficient to measure the stability of the study tool

Study Topics	Number of phrases	Axis stability	Consistency
Commercial Vigilance	4	0.79	0.89
Competitive Vigilance	4	0.77	0.88

Technological Vigilance	4	0.86	0.93
Environmental Vigilance	4	0.80	0.89
Survival	4	0.75	0.87
Growth	4	0.84	0.92
Adaptation	4	0.81	0.90
General Stability of the Questionnaire	28	0.95	0.97

Second: - Description of the research variables

A- Description and diagnosis of strategic vigilance

To determine the answers that the researched individuals addressed regarding the variables of each dimension of strategic vigilance, the averages of their answers were as shown in Table (2):

Table (2) Arithmetic mean and standard deviation of strategic vigilance

Symbol	Mean	S.D	Ranking Relative Importance
X1	3.80	0.937	4
X2	3.90	0.845	1
X3	3.84	1.016	3
X4	3.84	0.945	2
Business Vigilance	3.844	0.734	
X5	4.16	0.801	1
X6	3.88	0.855	2
X7	3.72	0.934	3
X8	3.68	0.917	4
Competitive Alertness	3.858	0.673	
X9	4.00	0.971	1
X10	3.78	0.940	4
X11	3.88	0.969	2
X12	3.86	1.019	3
Technological vigilance	3.88	0.818	
X13	3.84	0.945	1
X14	3.62	0.975	4
X15	3.64	1.030	3
X16	3.72	0.896	2
Environmental vigilance	3.704	0.760	
strategic vigilance	3.822	0.861	

- 1- We note that the arithmetic mean of the commercial vigilance variables (X1, X2, X3, X4) ranges between (3.80-3.90) with a standard deviation ranging between (0.845-1.016), and that the general average of this dimension reached (3.844) and a standard deviation (0.734), which means that the individuals' answers were somewhat similar.
- 2- The arithmetic mean of the competitive vigilance variables (X5, X6, X7, X8) ranges between (3.68-4.16) with a standard deviation ranging between (0.801-0.934), and that the general average of this dimension reached (3.858) and a

standard deviation (0.673), which means that the individuals' answers were somewhat similar.

- 3- The arithmetic mean of the technological vigilance variables (X9,X10,X11,X12) ranged between (3.78-4.00) with a standard deviation ranging between (0.940-1.019), and the general average of this dimension reached (3.88) and a standard deviation (0.818), which means that the individuals' answers were somewhat similar.
- 4- The arithmetic mean of the environmental vigilance variables (X13,X14,X15,X16) ranged between (3.62-3.84) with a standard deviation ranging between (0.896-1.030), and the general average of this dimension reached (3.704) and a standard deviation (0.760), which means that the individuals' answers were somewhat similar.

Description and diagnosis of strategic success

To determine the answers that the researched individuals addressed regarding the variables of each dimension of strategic success, the averages of their answers were as shown in Table (3):

Symbol	Mean	S.D	Ranking Relative Importance
Y1	3.94	0.778	1
Y2	3.93	0.855	3
Y3	3.94	0.807	2
Y4	3.80	0.912	4
survival	3.903	0.635	
Y5	3.84	0.829	2
Y6	3.89	0.836	1
Y7	3.78	0.915	4
Y8	3.84	0.908	3
Growth	3.838	0.717	
Y9	3.99	0.877	1
Y10	3.89	0.808	2
Y11	3.70	0.912	4
Y12	3.74	0.890	3
Adaptation	3.88	0.818	
Strategic Success Rate	3.874	0.789	

- 1- We note that the arithmetic mean with respect to the survival axis (Y1, Y2, Y3, Y4) ranges between (3.80-3.94) with a standard deviation ranging between (0.778-0.912), and that the general average for this dimension reached (3.903) and a standard deviation (0.635), which means that the individuals' answers were somewhat similar.

- 2- We note that the arithmetic mean with respect to the growth axis (Y5, Y6, Y7, Y8) ranges between (3.78-3.89) with a standard deviation ranging between (0.829-0.915), and that the general average for this dimension reached (3.838) and a standard deviation (0.717), which means that the individuals' answers were somewhat similar.
- 3- We note that the arithmetic mean with regard to the adaptation axis (Y9, Y10, Y11, Y12) ranges between (3.70-3.99) with a standard deviation ranging between (0.808-0.912), and that the general average for this dimension reached (3.83) and a standard deviation of (0.694), which means that the individuals' answers were somewhat close.

Third: Testing The Research Hypotheses

A.The first main hypothesis: There is a statistically significant correlation between strategic vigilance in its dimensions and strategic success in its dimensions.

Table (4) presents the nature of the existence of a statistically significant correlation between strategic vigilance and strategic success. This strength was estimated at (0.702) at a significance level of (0.01), which means that the strength of the correlation according to the criterion (Cohen et al., 1983) is characterized by being a strong correlation. The results also showed the existence of a correlation between strategic vigilance and the dimensions of strategic success ranging from (0.621) for the dimension of the survival axis to (0.931) for the dimension of the growth axis, which means that the instructors at Samarra University are aware of the importance of the relationship between strategic vigilance and strategic success.

Table (4) Correlation matrix between strategic vigilance and strategic success

Variables	Environmental Vigilance	Technological Vigilance	Competitive Vigilance	Commercial Vigilance	Strategic Vigilance
R	Survival				
	0.665**	0.682**	0.638**	0.653**	0.621**
T	9.296	6.689	6.462	6.129	9.159
R	Growth				
	0.641**	0.663**	0.656**	0.618**	0.931**
T	9.258	9.959	9.242	6.922	6.629
R	Adaptation				
	0.884**	0.853**	0.859**	0.879**	0.712**
T	7.667	7.452	12.794	30.494	18.872
R	Strategic Success				
	0.684**	0.823**	0.853**	0.849**	0.702**
T	17.667	27.452	30.794	30.444	18.572
Sig. (2-tailed)=0.000			**. Correlation is significant at the 0.01 level (2-tailed).		

B- The second major premise is that strategic success in its dimensions is statistically significantly impacted by strategic vigilance in its dimensions. Using structural equation modeling and the AMOS.V.26 application, the researcher will investigate the direct influence

and multiple influence hypotheses using the structural model (Structural-Model). A set of independent and dependent variables make up the structural model since the independent variables are connected to the dependent variables via regression routes, which are one-way arrows. A two-way arrow may be used to connect the independent variables. Whether between the independent variables or the dependent variables (standardized beta coefficients), the transactions on the arrows validate the hypothesis. Because it considers how well the data fit the model that is inferred from the relationships, this statistical method is more sophisticated and accurate than multiple regression analysis. As a result, the degree of influence relationships and their direction between the study variables can be investigated at the direct influence and multiple influence levels.

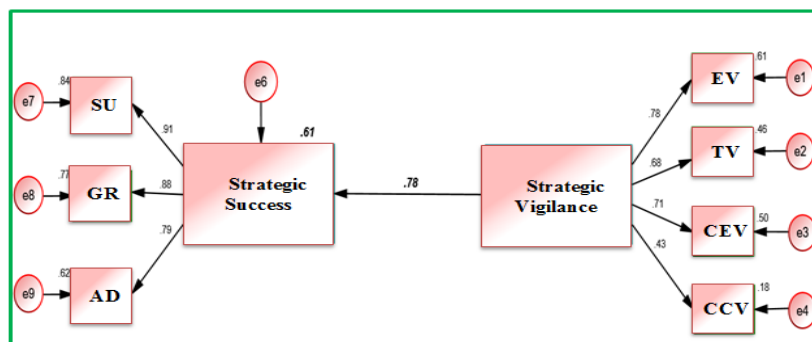


Figure (2) The structural model of the impact of strategic vigilance on strategic success

			Standardized regression weights	Non-standard	S.E.	C.R.	P
Strategic Success	<---	strategic vigilance	.144	.099	.026	3.835	***

3. CONCLUSIONS AND RECOMMENDATIONS

First:- Conclusions

- 1- The sample is keen to enhance strategic vigilance, the aptitude of institutions to familiarize to rapid changes in the surrounding environment, which contributes to achieving sustainable strategic success.
- 2- The results showed the contribution of strategic vigilance in stimulating a culture of innovation within institutions, as it enables teams to identify new opportunities and develop innovative solutions to meet challenges.
- 3- The interest of the studied sample in improving strategic vigilance to help understand competitors' behavior and market needs, which enables institutions to make informed decisions and achieve a competitive advantage.

- 4- The interest of the studied sample in guiding decision-making by providing strategic vigilance with accurate and reliable information to support decision-making processes, which leads to improving results and enhancing the effectiveness of adopted strategies.
- 5- The studied sample focuses on encouraging strategic vigilance to communicate and cooperate between various departments within the university, which enhances coordination and joint efforts towards achieving strategic goals.

Second: - Recommendations

- 1- The necessity of including case studies and real experiences in the curricula, which helps students understand how to apply strategic vigilance in work environments.
- 2- The focus should be on training students in analytical and critical thinking skills, which enables them to effectively evaluate information and data to make informed strategic decisions.
- 3- It is preferable to support research projects related to strategic vigilance, which enhances students' understanding of the importance of this concept in achieving strategic success.
- 4- The necessity of organizing workshops and seminars with experts in the field, where students can learn from their experiences and practices in strategic vigilance.
- 5- Collaboration should be encouraged between different academic departments to exchange knowledge and experiences about strategic vigilance, which enhances a comprehensive understanding of this concept and its importance in strategic success.

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