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## **The impact of strategic vigilance on enhancing organisational effectiveness: exploring the mediating role of strategic readiness**

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# The impact of strategic vigilance on enhancing organisational effectiveness: exploring the mediating role of strategic readiness

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**Abstract:** Iraqi entrepreneurs must employ creative tactics to improve both their internal and external capacities in the face of fierce market competition. This study investigates the relationships between organisational effectiveness, readiness, and strategic alertness in Iraqi businesses. Four companies' worth of data were examined using SPSS v23. The findings show that efficacy is greatly impacted by strategic attentiveness and that this influence is amplified by preparedness. By serving as a mediator, strategic readiness improves organisational effectiveness. According to the study, strategic alertness contributes 54.2% of effectiveness when readiness acts as a mediator, as opposed to 36% in the absence of it. This research adds to our understanding of organisational performance, readiness, and strategic awareness while offering scholars insightful information and useful applications for practitioners in the Iraqi sector.

**Keywords:** strategic vigilance; strategic readiness; organisational effectiveness.

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## 1 Introduction

Many specialists have addressed the concept of organisational capabilities and their impact on organisational effectiveness in various fields. Their goal is to help organisations achieve exceptional solutions and achieve optimal results. One prominent

study by Alyoubi and Yamin (2024) emphasises the importance of adopting digital technologies to enhance business operations and achieve excellence. Accordingly, organisational effectiveness has emerged as a critical measure of organisational success.

Academic interest in this field has steadily increased, especially in recent years, in various social sciences. The event (Al-Amri, 2022) received significant attention, driven by growing demands for accountability, transparency and responsibility from stakeholders (Mazal and Mustafa, 2022). Organisations can leverage their strengths by effectively adapting to internal and external changes in the environment (Ali et al., 2022). Improving employee efficiency and effectiveness is a fundamental goal of all organisations, as they have become increasingly intertwined with various aspects of human life, necessitating effective management strategies (Mazal and Mustafa, 2022).

Organisational effectiveness is a measure of an organisation's ability to achieve its objectives and make optimal use of the environment in obtaining resource vitality (Al-Zubaidi and Hassan, 2022), providing more value to workers than competitors, and using resources efficiently without wasting them (Mazal and Mustafa, 2022) and spending the least amount of money possible in order to align with and participate with their members and stakeholders (Mahmoud and Abdel Hussein, 2022).

Achieving organisational effectiveness is the ultimate goal of every business entity or institution. To achieve this, organisations need to consider various factors that have an impact on their performance as organisations today face an increasingly complex set of challenges, including intense technological development, rapid competition, volatile changes in customer demand, stringent regulations and other similar factors. All of these challenges must be faced and anticipated before they become problems and require a major role in organisational effectiveness. Effectiveness in the organisation in question is the organisation's ability to achieve goals using organisational resources and effectiveness is also demonstrated by achieving employee satisfaction and their active participation in the organisation (Darmaean, 2024).

In order to achieve organisational effectiveness, we will discuss organisational effectiveness in light of modern administrative approaches to the most important criteria that govern the organisational phenomenon in an organisational context characterised by change from one type to another (Saal, 2018). Organisational effectiveness is a critical issue in the lives of organisations as a result of rapid development and fierce competition (Bolodani and Aqoon, 2021). The effectiveness of the organisation is also determined by its ability to acquire and own valuable resources from external sources in order to compete and maintain continuity (Redjimi and Araba, 2021), the relationship between the boss and subordinate, the level of trust and freedom to value things, and improved performance (Saal, 2018). This explains the many differences in modifying its indicators and semantics, which vary according to the diversity of organisations' values and management policies, as well as their various objectives, and why determining effectiveness is difficult. Not all characteristics of effectiveness are of equal importance in determining the effectiveness of the organisation (Bolodani and Aqoon, 2021). Effectiveness is divided into three classifications. They are managerial effectiveness, which relates to the extent to which the department is able to achieve goals; group effectiveness, which focuses on the ability of a group or team to achieve goals; and organisational effectiveness, which measures the extent to which the organisation as a whole is able to achieve the goals (Kadid et al., 2020). Organisational effectiveness is one of the most important tools of modernisation and development, as it contributes to addressing existing and potential institutional problems through modernisation and

development at the individual and collective levels as well as at the institutional level (Saal, 2018). This is the logical gateway to diagnosing the organisation's outputs and goals, as well as evaluating its ability to achieve those goals because the company strives to meet its predetermined goals (Redjimi and Araba, 2021).

However, it is necessary to critically review organisations and employees who accomplish more work and commitments than required by the job description without expecting any reward, which is a hallmark of effective companies. Borman et al. (2001) suggest that it is necessary to attract human resources capable of giving more than what the role requires and to develop their employees to bear more burdens than what is functionally needed of them (Moamar and Bin Zahi, 2014). All the resources of the organisation can be considered the inputs it requires to perform better at various levels, and they also need a comprehensive and accurate view of the organisation's management and the organisation's use of its resources. However, in order to create real value for these resources in today's competitive environment, the organisation must own and apply unique procedures and methods (Jaber et al., 2021).

The term 'strategic readiness' was initially introduced by Kaplan and Norton (2004) in the field of management thinking. They defined it as the alignment between an organisation's culture, its leadership, available resources (tangible and intangible), and the use of technology to achieve its goals. Since then, strategic readiness has emerged as a critical factor for leaders seeking to drive organisational change (Najem, 2020).

Strategic readiness includes a set of personal competencies, organisational structures, and systems that assess an organisation's readiness to successfully implement strategic change initiatives (Vainio, 2012). It involves anticipating and preparing for potential challenges that may arise during the implementation of pre-set goals (Abu Ghanima, 2019). The importance of strategic preparedness lies in its ability to identify areas where a business can gain a competitive advantage, optimise the use of resources, and effectively achieve established objectives. Moreover, it provides a framework to simplify the performance appraisal process (Hussein, 2018).

Many researchers (Gauzelin and Bentz, 2017; Iancu, 2018; Bleoju and Capatina, 2019) have emphasised the importance of accurate and relevant information in driving efficient and effective strategic decision-making within organisations. Strategic preparedness plays a crucial role in meeting this need by providing the necessary information and removing doubts among decision-makers. It helps in formulating long-term and short-term plans and directs the organisation's strategic actions by identifying external opportunities and threats (Mahmoud and Mahdi, 2019).

Strategic readiness also enhances information exchange, stimulates the generation of new ideas, and facilitates problem-solving within the organisational environment. In addition, it involves managing technical structures and managerial capabilities to achieve organisational goals efficiently and effectively (Abu Ghanima, 2019).

The barriers faced by organisations that operate in light of threats and opportunities and their optimal exploitation through the need for strategic vigilance that is based on vision, forecasting, monitoring the environment, and collecting and selecting information in order to exploit it in light of the proactive nature of strategic decision makers (Al-Taie et al., 2022) vigilance Strategy is the continuous teamwork undertaken by a group of individuals by voluntarily and proactively collecting and analysing information in order to adapt to possible changes in the external environment in order to reduce risks and threats and build new opportunities (Al-Taie et al., 2022).

As a process of monitoring the environment, strategic vigilance is an organised process that includes research, analysis, and the selection of appropriate information. This enables the organisation to gain competitive advantages as it is a process of monitoring the environment, which is followed by the normal broadcast of the analysed and processed information with the goal of supporting strategic action decisions (Qaron and Ghadban, 2020). In view of a rapidly changing and complicated environment, strategic vigilance is critical to the organisation's existence and continuity, as well as meeting the competition's difficulties by constantly monitoring the surroundings and trying to exploit opportunities and discover threats. This is done by monitoring strategic information that enables them to make appropriate decisions (Maarouf et al., 2021). Vigilance is also the process that allows the decision-maker to observe the external environment and understand the transformations that occur in it (Qaron and Ghadban, 2020). It is also an awakening that necessitates the development of a new model of information management based on the concept of quality rather than quantity, as well as the need for voluntary information to allow the organisation to search for information related to the development of a specific activity, knowledge, or environment (Mesbah and Boukhemkhem, 2019). The strategic vigilance system incorporates two complementary methods: warning and follow-up, with the former alerting officials to new phenomena and the latter allowing them to observe changes in their surroundings (Bouziane, 2021). It comprises a future activity in which it forecasts what will happen in the future by doing basic duties such as watching the strategic environment, discovering information about potential changes, and assessing and filtering information that could affect the strategy's implementation. Even though strategic readiness organisations have recognised strategic vigilance as a strategic priority, determining strategic vigilance efforts and dimensions is critical. What are the most essential aspects that contribute to improving organisational effectiveness?

Self-control organisations are flexible organisations to adapt and keep pace with changes in their environments and are always ready to search for indicators of the threats they face and the opportunities they face as well. They are effective organisations over their competitors who strive to search for information through a superior centre of effectiveness (Al-Janabi and Al-Obaidi, 2023).

Basole (2007) reflects the four components of strategic readiness: culture, leadership, strategic alignment, and technology (Abu Ghanima, 2019; Najem, 2020). According to the research (Al-Sharif, 2018; Mahmoud, 2017; Qaron and Ghadban, 2020), the dimensions of strategic vigilance are as follows: competitive vigilance, technological vigilance, commercial vigilance, and environmental vigilance (Maarouf et al., 2021). Depending on the study (Amah, 2012), the characteristics of organisational effectiveness are represented by three dimensions: achieving goals, adapting, and integrating (Tessarolo, 2007; Bolodani and Aqoon, 2021; Jaber et al., 2021).

These interconnected issues create challenges in scholarly communication, knowledge accumulation, and empirical research on the specific behaviours associated with strategic mindfulness and their effects on organisational effectiveness. This study aims to address these gaps and provide insight into the following research questions:

- To what extent do companies realise the benefits of strategic vigilance in enhancing organisational effectiveness?
- What role does strategic readiness play in the relationship between strategic alertness and organisational effectiveness?

- Does greater strategic readiness amplify the effect of strategic alertness on indicators of organisational effectiveness?

By investigating its research implications, this study seeks to advance our understanding of the importance of strategic mindfulness, the role of strategic readiness, and their combined impact on organisational effectiveness.

As a result of filling up the gaps discovered, several contributions were made. According to the authors, this study contributes to the advancement of strategic vigilance literature. Several studies have been conducted that have focused on the outcomes of organisational effectiveness in companies (Redjimi and Araba, 2021; Mahmoud, 2020; Kadid et al., 2020), in addition to organising a common theoretical framework. Our research presents and experimentally evaluates a theoretical model that explains how strategic vigilance impacts organisational efficiency. This study also covers issues that researchers and authors are concerned about, including Jaber et al. (2021) as well as Bolodani and Aqoon (2021), who want to know more about the relationship between strategic vigilance and strategic readiness and how to measure it in order to improve organisational processes. Our model's goal is to incorporate strategic preparedness into the link between strategic alertness and organisational success as well as provide a foundation for future research in this area. Furthermore, this study adds to the literature on strategic vigilance by elucidating the function of strategic readiness in enhancing organisational effectiveness. Our research was divided into five sections: an introduction, theoretical background and hypothesis development, empirical data, study design findings, and a debate about the findings.

## **2 Intellectual framing and hypothesis formulation**

### *2.1 Strategic vigilance, concept and dimensions*

#### *2.1.1 The concept of strategic vigilance*

The term strategic vigilance appeared in the early 1980s, but its applications go back much earlier than that. This is due to the use by many countries and institutions of mechanisms for collecting and analysing information before the term crystallised in its contemporary meaning. Collecting and analysing information contributed significantly to the development of Britain. The same applies to Japan in the 19th century when it relied on the information awakening to open up to the world, as well as to Germany during the era of Bismarck, who developed an information system to identify the most important transformations and developments in the field, for the industrial revolution. The definition of strategic vigilance is continuous collective action by a group of individuals who voluntarily and proactively collect and use information in line with potential changes that may occur in the external environment in order to create business opportunities and reduce the risks of uncertainty (Thneibat et al., 2024) strategic vigilance involves studying competitor behaviour and company tactics, understanding the needs of new customers, and monitoring the overall environment. Its purpose is to organise and deploy missions that monitor, test and evaluate information to facilitate critical decision-making (Weald Abed and Allawati, 2017). A fundamental aspect of strategic awareness is actively listening to the organisation's surroundings, including customers, suppliers,

technology, and competitors. It requires comprehensive and intelligent monitoring of the regulatory environment to gather realistic and information-rich insights for strategic decision-making (Salah al-Din, 2020).

Effective strategic vigilance entails actively monitoring the technological and competitive landscape to anticipate changes (Laurent, 2001). It assists senior management in planning for the future of the organisation, reducing the risk of unpredictability through continuous teamwork and proactive use of data in response to external environmental changes. Proactively gathering information in response to ecological changes helps create opportunities and mitigate uncertainties (Misrati and Bin Nazir, 2020). It also enables timely action through monitoring and evaluating the environment (Lesca, 1997), as described by Al-Shaer (2023) as the organisational capacity to search for and process information, allowing informed decisions to be made in a timely manner.

### *2.1.2 Dimensions of strategic vigilance*

The types of strategic vigilance differ according to their goal, as some believe that the technological revolution has played an important role in the emergence of differences. However, it is widely agreed that vigilance is a strategic goal, regardless of its many aspects and dimensions. Here are some of the most popular types of strategic vigilance:

#### *2.1.2.1 Competitive vigilance*

According to Weald Abed and Allawati (2017), competitive vigilance is the process by which a business learns about its present and potential rivals as well as the environment in which it operates. It also involves keeping an eye on rivals' pricing and strategy for new products, financial performance, work, clientele, agreements, and alliances (Salah al-Din, 2020). And utilising that information about the advantages and disadvantages of rivals to create a plan of action to deal with them while preserving the organisation's competitive edge and boosting its competitiveness (Misrati and Bin Nazir, 2020). This degree of awareness aids in the creation of more potent plans in response to modifications in the previously mentioned components as well as the identification of rivals according to the seriousness and threat they pose (Qaron and Ghadban, 2020), apart from creating a swiftly evolving institution for innovation that meets the demands of the market and reduces the intense pressures of competition (Bouziane, 2021), information about the competitive environment is gathered globally through a variety of sources. Information about the organisation's capabilities and resources is categorised into two categories: first, information about the organisation's external environment, which includes its customers, competitors, industry structure, and the different competitive forces that make up the market, and last, information about the organisation's capabilities and resources. The objective of this process is to anticipate every move that could disrupt the organisation's operations or present a chance to seize them (Faith, 2013).

Hassan (2024) emphasised the importance of competitive vigilance because it contributes to enabling senior management to maximise the benefits provided by available opportunities. It plays a vital role in providing the organisation with essential information regarding evolving competitive requirements. Moreover, competitive vigilance helps the organisation develop a valuable repository of up-to-date data on the competitive environment.

### *2.1.2.2 Technological vigilance*

The term ‘technological vigilance’ describes the activities and endeavours made by an organisation to identify all technical advancements that are relevant to it, both now and in the future, and to capitalise on the practices and processes that are employed now and in the future (Salah Al-Din, 2020) in order to record all the beneficial discoveries that can rival the company’s fundamental technological advancements (Misrati and Bin Nazir, 2020) and keeping an eye on patents, creating standards, and creating manufacturing procedures (Maarouf et al., 2021), and monitor all developments in the organisation’s technological field (Mesbah and Boukhemkhem, 2019); additionally, to forecast development risks and opportunities to assess present and projected scientific, technological, and economic ramifications (Jakobiak, 1992) and giving strategic decision-makers access to particular data in order to monitor trends that could affect the organisation’s future. Consequently, the researcher defines them as “a set of coordinated activities related to research, processing, and distribution in order to operate and useful information” (Amayreh, 2021). This means that it is a state of monitoring and analysing the scientific, technical, and technological environment in which the organisation operates and which is able to obtain the information necessary to anticipate Risks and deal with them; technological vigilance is the vigilance that the economic enterprise devotes in particular to the development of technologies, with all that this entails, the creation of products or services, the development of stages and processes manufacturing, developing new equipment and now even developing information systems (Cagliano et al., 2022).

### *2.1.2.3 Commercial vigilance*

However, with the intensification of competition and greater openness of markets and their integration into a unified global market, competitive vigilance must anticipate possible changes and predict the behaviour of competitors, as weak signals are considered the most important targeted strategic information (Chen and Paulraj, 2024), this dimension relates to monitoring customers and suppliers, as commercial vigilance is concerned with following the growth of consumer needs in the long-term, and producers need to track the development of customer needs in the short-term. It is also interested in following up on suppliers’ offers related to new items, taking into account the interests and tastes of beneficiaries, and developing their relations with the institution. As a result, commercial vigilance ensures continuous follow-up on the evolution of customer needs and their capabilities to meet the requirements and conditions of the organisation’s suppliers, as well as their ability to provide initial inputs (Salah al-Din, 2020). It also seeks to track competitors’ products to help managers make better business decisions (Misrati and Bin Nazir, 2020). Business vigilance relates to long-term changes in consumer demands. Through it, the organisation can monitor and be influenced by information that influences their business behaviour, track the evolution of consumer desires and behaviours, and identify the strengths and shortcomings of the organisation in dealing with its suppliers and customers (Vainio, 2012). In the short-term, commercial vigilance is the most profitable type of vigilance because it is related to the actual activities of the enterprise and reflects the nature of its business relationships with consumers and suppliers. It also covers the medium term because it reflects the business

policies of the enterprise, the contracting and negotiation capabilities, and the financial obligations of the contracting parties, whether consumers or suppliers (Da Silva, 2002).

#### *2.1.2.4 Environmental vigilance*

Companies find it difficult to maintain environmental vigilance since it necessitates a review of the organisation's overarching strategy (Weald Abed and Alawati, 2017). Its objective is to lessen the uncertainty brought on by the outside world (Salah al-Din, 2020). This entails obtaining data regarding legal, political, and economic events that set the company apart from its rivals (Misrati and Bin Nazir, 2020), analysing the data according to its applicability, and distributing the data to decision-making hubs (Mesbah and Boukhemkhem, 2019). In contrast to other types of vigilance, environmental vigilance takes into account everything that is outside the purview of earlier categories. It sheds light on the larger external environment elements that indirectly affect the organisation by concentrating on the behavioural patterns in the legislative, political, social, economic, and geopolitical domains (Amah, 2012).

### *2.2 Strategic readiness, concept and dimensions*

#### *2.2.1 The concept of strategic readiness*

Strategic readiness is the ongoing ability of an organisation to modify its systems in response to changes in the outside world (Najem, 2020). By determining the hazards and possibilities present in the outside world (Mahmoud and Mahdi, 2019). To guarantee the company's prosperity by combining the organisation's efforts and working in tandem with the strategic plans. To attain the technical preparedness of the relevant institution, which is accomplished by staff members taking part in specialised training programs (Najem, 2020; Hassan and Ali, 2011) and take appropriate action in order to enable businesses to visualise their level of strategic preparedness (Najem, 2020). The phrase 'strategic readiness' describes how an organisation's leaders and culture mesh with the resources at hand, as well as how technology is used to accomplish goals. It also serves as a new point of entry for leaders tasked with bringing about organisational transformation to modify systems in response to shifting external conditions and the organisation's willingness to accept and incorporate new technology (Kaplan and Norton, 2004). Through the combination of people competencies and organisational structures and systems, these elements are in line with the strategic objectives of the organisation (Abu Ghanima, 2019). Strategic readiness is defined as planned readiness in the presence of change and unpredictable processes (Mazlum, 2022).

#### *2.2.2 Dimensions of strategic readiness*

##### *2.2.2.1 Organisational culture*

According to Vargas and Negro (2019), culture is defined as a set of fundamental values that support staff members in identifying and resolving both internal and external problems. That also enables the company to fulfil its objective and adjust to outside developments utilising creativity in a company to boost learning, experience, and job independence curves and to become more competitive (Duong and Swierczek, 2019). Individual behaviour is the foundation of organisational culture. It is reflected in the

rituals, practices, and traditions that are upheld at the managerial level (Robbins and Judge, 2017), which centres on developing a distinct vision, working in a stable environment that permits envisioning the future, turning the vision into reality, and establishing quantifiable objectives that demonstrate a high degree of the organisation's capacity to compete and be a professional in its industry. In order to achieve harmony and compatibility with their strategic direction, Akbari et al. (2012) expressed in developing the culture of the organisation and fostering coordination and cohesion among its employees (Al-Hamdani, 2016). Additionally, the organisation views this as a basis for implementing ideas and conducting business through the axis of its interaction with environmental variables, whether internal or external (Al-Hamdani, 2011). It also enables the company to adjust to outside developments and innovatively conduct business to boost competitiveness (Duong and Swierczek, 2019).

#### *2.2.2.2 Leadership*

It is evident that despite years of effort, we have not been able to produce an intellectually stimulating and emotionally fulfilling notion of leadership. Leadership is still a vague and mysterious idea. Two fundamental issues are at the core of the difficulty when it comes to defining and comprehending leadership. First, ideas like 'love', 'freedom', and 'happiness', Being a leader is a difficult idea that may be interpreted in many ways. It is challenging to define succinctly since each person has an intuitive grasp of it based on a combination of experience, education, and acculturation. Second, the definition and comprehension of leadership Philosophical views heavily impact it on human nature. Some people believe that leadership is a product of a certain set of qualities that 'leaders' possess. In contrast, others see it as a social influence process that develops naturally through group dynamics. Still, others doubt that leadership even exists as a distinct phenomenon (Bolden et al., 2023).

According to Najm (2014), leadership is the ability to persuade subordinates by creating and communicating distinct perspectives, overcoming obstacles, and realising shared objectives. Since having a clear strategic vision with an emphasis on achieving a sort of harmony between the organisation's strategies that are being implemented, real leadership may influence employees and encourage their creativity and knowledge abilities. According to Ghodrati and Zargarzadeh (2013), leadership establishes the organisation's vision and direction while preserving adaptability and making the most use of its resources. The foundation of a leader's ability to influence, guide, and enhance the performance of employees and work groups in order to accomplish organisational goals is their unique combination of experiences and skills (Melimo et al., 2018). The formation of a collective identity among employees with the goal of improving performance, as well as the creation of a clear image of them based on the leaders' efforts to create a clear framework to accomplish the organisation's objectives and the clarity of the organisation's future vision, are the sources of the significance of leadership (Delia, 2018). Leadership is the ability to direct, empower and motivate others to contribute to the productivity and progress of the organisations to which they belong (Ali and Anwar, 2021).

### *2.2.2.3 Strategic alignment*

The definition of strategic alignment is the process of integrating business strategies to achieve strategic alignment of an organisation's internal and external activities. This involves considering the most efficient use of the organisation's resources through a set of frameworks that the organisation uses to support its organisational activities and achieve the desired harmony in the internal work environment. This is an efficient way to establish a stable and harmonious work environment, which is necessary to achieve the organisation's goals (Al-Abadi et al., 2016). Given that integration is a prerequisite for raising employee awareness of the organisation's strategy and accomplishing its organisational goal, strategic alignment is significant because it is one of the techniques used by organisations to achieve system coherence and interdependence in order to adapt to the external environment of the organisation (Saal, 2018).

### *2.2.2.4 Technology*

The phrase 'technology' describes a collection of tools, software, and methods for organising, planning, and directing information in order to meet the objectives of the company. Technology is now one of the most crucial factors in an organisation's development and an essential component of its infrastructure. It offers the right processes to guarantee the organisation's operations, accomplish strategic alignment, manage resources, and mitigate the risks presented by changing environmental conditions (Aziz, 2019) wherein technology plays a crucial role in helping businesses operate both now and in the future with satisfactory outcomes, supporting the organisation's survival and continuity in a volatile environment, and fostering innovation processes and knowledge sharing among employees across the board (Melimo et al., 2018).

## *2.3 Organisational effectiveness, concept and dimensions*

### *2.3.1 The concept of organisational effectiveness*

Other characteristics that contribute to organisational efficiency are of greater importance to organisational culture. A welcoming setting is fundamental to the culture of an educational institution (Meher et al., 2023). In many modern organisations, energy development, modernisation, and ongoing performance improvement are primarily driven by organisational effectiveness. This is in addition to giving workers the necessary knowledge, which also conveys the organisation's level of effectiveness (Siphon, 2015). Having the capacity to accomplish objectives through fulfilling organisational standards in a range of contexts, such as possessing an adaptable organisational structure that facilitates environmental adaptability (Mahmoud, 2020). Effectiveness is still a crucial factor in determining an organisation's performance and its capacity to satisfy stakeholders, even with the wealth of studies and research on the topic (Al-Qaryouti, 2000) and the capacity to convey the true performance of the organisation (Gelade and Gilbert, 2003) by making the most of the scarce opportunities and resources (Cetin and Cerit, 2010).

### *2.3.2 Dimensions of organisational effectiveness*

#### *2.3.2.1 Achievement of goals*

Time and expenses are critical to achieving goals like cutting down on production time and overall conversion costs, as well as minimising the number of errors that waste time and resources and lower profits (Amah, 2012), where the organisation's ability to convert inputs into quantitative and qualitative outputs without deviating from the planned path is one of the most traditional measures used to measure effectiveness (Gaertner and Ramnarayan, 1983). In addition to achieving a number of benefits, the objectives approach and relying on the management theory of objectives help the organisation measure the extent of its effectiveness and achievement, as these methods facilitate workers in understanding exactly what is expected of them without conflict or amity (Bateman and Snell, 2007).

#### *2.3.2.2 Adaptation*

In order for an organisation to effectively and promptly prepare for the future, manage crises, and make logical decisions, it must first conduct an environmental analysis of its current conditions and predict those that may arise in the future. According to Tessarolo (2007), an organisation's adaptability is a key indicator of its level of experience and high capacity for handling changes in both the internal and external environment. This adaptability is necessary for the organisation to achieve survival, followed by growth and prosperity through investments in its ability to seize opportunities and fend off potential threats in the external environment.

#### *2.3.2.3 Integration*

By sharing available resources and exchanging problem-solving experiences, integration attains a high degree of collaboration and coordination. In addition, it fosters a favourable organisational climate that lowers job turnover and absenteeism, all of which are associated with job satisfaction. As a result, this combination of benefits results in individual values that reflect a decline in the rate of employee absences from work (Robbins and Judge, 2017). To accomplish the organisation's objectives, competent teams with a range of specialisations must be formed in order to reap the benefits of integration. The various departments' efforts must also be united, and communication must be activated in all directions, all within an organisational structure that is flexible and has a culture that promotes collaboration and a sense of community (Tessarolo, 2007). This will help organisations in general and industrial organisations in particular since subordination linkages predominate among the elements of the organisation as a single integrated system from a collection of interrelated and integrated parts (Robbins and Judge, 2017).

## **3 The study's issue, the hypothesis's formulation, and the conceptual model**

The following key questions represent the study's problem:

- Do businesses fully understand the benefits of strategic vigilance's impact on improving organisational effectiveness?
- What part in this relationship does strategic readiness play?
- Does strategic vigilance have a greater effect on organisational effectiveness indicators when there is an increase in strategic readiness?

We outline our vision for the next phase, which incorporates unbiased solutions to the study's research difficulty, in order to address these concerns. The study model, hypothesis formulation, and study hypothesis design will be covered first. After that, we'll discuss the supporting data. Data collection and analysis procedures will be covered in the techniques section. The final section will include the outcomes as well as theoretical and practical inputs.

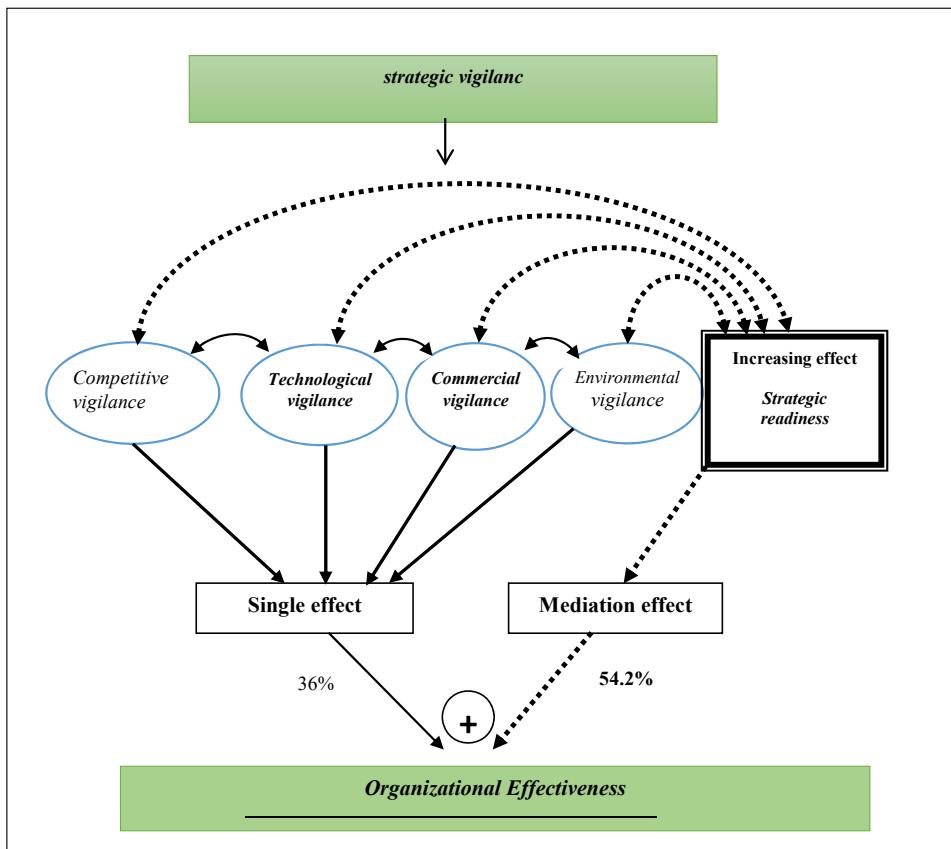
Because of its importance in the world of organisations, the concept of organisational effectiveness is a topic of much discussion (Bolodani and Aqoon, 2021). When a company effectively reaches its objectives by making the best and most balanced use of the resources available in its external environment, it is said to be effective (Al-Amri, 2022). An organisation's capacity to meet its goals, use resources more effectively, offer workers a higher quality of life than its rivals, and involve members and stakeholders while using resources as sparingly as possible is measured by its organisational effectiveness (Mahmoud and Abdel Hussein, 2022). It has become clear that leaders must be strategically prepared in order to drive organisational transformations (Najm, 2020). It entails encouraging knowledge sharing among staff members, coming up with creative solutions to organisational problems, and guiding technical structures and capacities to successfully achieve organisational objectives (Abu Ghanima, 2019; Mahmoud and Mahdi, 2019). Strategic decisions within the organisation are guided by the ability to recognise opportunities and risks in the external environment, which is another benefit of strategic readiness (Mahmoud and Mahdi, 2019). Organisations that operate in the face of dangers and opportunities to take proactive advantage of them need to exercise strategic attentiveness. It includes adopting a forward-thinking mindset, projecting, keeping an eye on the environment, gathering and evaluating data, and applying it to guide strategic decision-making (Al-Taie et al., 2022). It is impossible to overestimate the importance of strategic vigilance because it guarantees the organisation's survival, continuity, and capacity to meet the demands of a dynamic and ever-changing environment (Maarouf et al., 2021). It also makes it possible for organisations to look up information about particular tasks, subject matter, or the environment as a whole (Mesbah and Boukhemkhem, 2019).

Figure 1 presents a hypothetical research framework illustrating the relationships between the research variables and their impact trends. The proposed model paths in this study build upon theoretical insights from Mahmoud and Abdel Hussein (2022), Al-Amri (2022), Maarouf et al. (2021), Bolodani and Aqoon (2021) and Jaber et al. (2021).

Organisations need to be strategically vigilant to survive and grow, particularly in the face of intense competition and a changing environment. It entails keeping an eye on the outside world constantly, looking for chances, and spotting possible dangers. Organisations can make well-informed decisions by keeping a careful eye on strategic information (Maarouf et al., 2021). Organisations have created new models for managing information effectiveness in response to the business landscape's rapid evolution and

competitive nature (Bolodani and Aqoon, 2021). However, the organisation's capacity to use particular mechanisms and techniques that generate concrete value for resources in a global setting determines how effective strategic vigilance will be (Jaber et al., 2021). By using a strategic approach, organisations can meet the expectations of stakeholders – often referred to as strategic groups – while still competing successfully and achieving their goals (Redjimi and Araba, 2021).

**Figure 1** The proposed research conceptual model (see online version for colours)



Drawing from the discourse mentioned above and considering the viewpoint expressed by Nour (2024) concerning the development of hypotheses through evidence and the determination of whether or not they are applied. The process of developing hypotheses involves drawing on prior research that has established the fundamental framework for developing pertinent hypotheses, such as the studies by Danook et al. (2023) and Abdulmuhsin and Tarhini (2021) in order to create other primary hypotheses that establish the relationship between the variables under investigation in order to achieve the study's objective. The following hypothesis was put forth:

H1 Improving organisational effectiveness is directly impacted by strategic vigilance.

H1.1 Strategic vigilance has direct effects on enhancing goal attainment.

H1.2 Strategic vigilance has a direct effect on enhancing adaptation.

H1.3 Strategic vigilance has a direct effect on enhancing integration.

The organisation's level of strategic preparedness offers a set of standards that make assessing its efficacy easier (Hussein, 2018). By the organisation's capacity to carry out strategic change initiatives successfully through the mix of its systems, organisational structures, and individual competencies (Vainio, 2012). Along with the organisation's capacity to carry out the previously established goals while anticipating and preparing for challenges expected in the future (Abu Ghanima, 2019), Developing organisational citizenship behaviours is essential since formal jobs are not the only way to achieve organisational efficiency (Borman et al., 2001). According to several research, an organisation is deemed effective if it is able to accomplish its objectives by making the best and most balanced use of the resources that are available to it in the outside world (Bolodani, 2013). On the basis of the earlier conversation, the following theory is put forth:

H2 Strategic readiness has a direct effect on enhancing organisational effectiveness.

H2.1 Strategic readiness has a direct impact on goal achievement.

H2.2 Strategic readiness has a direct effect on enhancing adaptation.

H2.3 Strategic readiness has direct effects on enhancing integration.

Strategic preparedness considers the boundaries of efficiency. As stated by Saal (2018), Employee actions that fall outside the purview of their functionally defined responsibilities foster creativity and excellence, and these activities are essential to the organisation's existence, continuity, and increased performance (Moamar and Bin Zahi, 2014). Strategic preparedness has evolved into a new avenue for leaders to work on organisational improvements, in addition to the organisation's capacity to anticipate and prepare for future challenges while executing predetermined goals (Abu Ghanima, 2019; Najm, 2020). Numerous scholars (Gauzelin and Bentz, 2017; Iancu, 2018; Bleoju and Capatina, 2019) have highlighted that precise and essential information about the strategic vigilance system is the foundation for an organisation's efficiency. This mechanism is thought to be crucial in helping the decision-maker feel less uncertain.

Therefore, by simply altering the conversation process regarding the part operations play in the success or failure of strategic vigilance, the mediating role of strategic readiness boosts the influence of strategic vigilance on increasing organisational effectiveness. Organisations compete with one another both locally and globally, and as such, strategic preparedness helps organisations attain their desired strategic outcomes and so improves their overall performance. On the basis of the earlier conversation, we put out the following hypothesis:

H3 Strategic readiness mediates the relationship between strategic vigilance and organisational effectiveness.

H3.1 Strategic readiness Mediates the relationship between strategic vigilance and goal enhancement.

H3.2 Strategic readiness mediates the relationship between strategic vigilance and adaptive capability.

H3.3 Strategic readiness mediates the relationship between strategic vigilance and enhanced integration.

## **4 Design of the study**

### *4.1 Measurement model*

In order to gather information for quantitative analysis, a survey of 110 employees of private industrial enterprises in Kirkuk was undertaken. Software called SPSS v. 23 was used to assess the 44 indicators that made up the research structure. According to an exploratory factor analysis, all five factors that the variables loaded onto had loading factor values that were higher than the cut-off point, ranging from 0.687 to 0.918. According to Ya-Xing et al. (2018), none of the 44 indicators were removed from the measurement model since the reliability criteria of 0.60 at a significance level of 0.001 was satisfied.

A p-value of less than 0.001 and a value of 0.961 were obtained from the Kaiser-Meyer-Olkin sample adequacy scale, with a degree of freedom of 3.109. According to these findings, the sample's behaviour was normal and in line with the statistical distribution that is considered normal. Thus, the technique of measurement used makes it possible to extrapolate the research findings to the research population (Abdulmuhsin and Tarhini, 2021; Hussein, 2022, 2023). For each of the five research components, a two-tailed t-statistic was used to compare the replies of the first 25% and the last 25% of participants in order to evaluate non-response bias (Armstrong and Overton, 2018). Non-response bias was present, as evidenced by the analysis, which showed significant differences between the study constructs. But it was not seen to be a serious issue. Utilising the common factor latent methodology and Harman's single factor approach, common method bias was controlled for. Results showed that all study constructs with eigenvalues greater than 1.0 had method-based variances of less than 1% overall and on average, indicating that common method bias was not present (Podsakoff et al., 2003). All things considered, the results show the validity, homogeneity, and reliability of the research variable measurements, offering a strong basis for additional statistical analysis of the gathered data.

### *4.2 Development of instruments and variable settings*

An independent variable, 'strategic vigilance', was added to the research variables in order to develop the proposed conceptual model for the impact of strategic vigilance on the organisational effectiveness of testing in this context. A leadership survey of industrial companies in the Kirkuk governorate was conducted in accordance with the established procedure. It was established using 16 indicators (which comprised four sub-dimensions: four for technological, four for commercial, four for environmental, and four for competitive vigilance) derived from credible studies that were published in the literature (Maarouf et al., 2021). Twelve indicators were used to measure dependent factors, or endogenous variables, which indicate the success of an organisation (containing three sub-dimensions: four for (reaching goals), four for (adaptation), and four for (integration), which were obtained from reliable research that was published in the literature (Bolodani and Aqoon, 2021; Jaber et al., 2021). The medium variables that

represent strategic readiness were assessed using 16 indicators (which comprised four sub-dimensions: four for culture, four for leadership, four for strategic alignment, and four for technology). These indicators were drawn from reliable studies that had been published in the literature (Abu Ghaniima, 2019; Najem, 2020). ‘Strategic readiness’ was used as a mediating variable to evaluate any potential relationships between independent and dependent variables.

There are four sections on the questionnaire. The respondents’ demographic information (gender, age, years of service, academic degree, and management function) is contained in part A. The three primary constructs – alertness strategy, strategic readiness, and organisational effectiveness – are evaluated through 44 measuring questions in parts B–D. Measurements of these constructs were created, revised, and validated in order to fulfil the study’s objective (via literature research and interactions with expert academics). Using a five-point Likert scale, the respondents’ agreement with the questionnaire data was determined.

Additionally, the consistency of these claims ensured that the respondents were not prejudiced. Moreover, there was a change in the sequence in which respondents were shown the questionnaire data (Harandi et al., 2018; Hussein, 2022, 2023). Subsequently, the research sample received the questionnaire.

#### *4.3 Data gathering*

Information was collected from managers and employees of private industrial companies in Kirkuk, northern Iraq. The variables and objectives of the study were presented within the framework of a correct and clear identification of the study community, so the study dealt with a number of industrial companies as a field for conducting the study depending on the rationale confirmed by the field and analytical studies as the research community. The justifications for choosing the study area were identified for the importance of the strategic role it plays for industrial organisations in the Iraqi economy. In addition, the nature and objectives of the study are consistent with the reality of the work of the organisations being researched. For the purposes of this study, a sample of industrial companies was selected as an applied field of study, and the study sample consisted of four companies operating in the private industrial sector in Kirkuk Governorate to be tested in the field. Table 1 shows a brief introduction to the organisations researched.

Furthermore, in cooperation with HR managers, we were given access to sample databases containing their employment records as well as contact details, such as phone numbers and e-mail addresses. A report with an executive summary of the study’s findings was delivered to corporate executives who answered the questionnaire. Following an examination of the relationships between co-workers, the degree of accomplishment is typically assessed individually or in the context of a group (Pellegrini et al., 2020). In this instance, individuals who took part were given the questionnaire forms. Together with the research’s title, objectives, and aims, it also contained a ‘confirmation of voluntary participation’ in the questionnaire, along with information about the study’s trustworthiness and dependability (with regard to the use of respondent data in the strictest confidence). 122 participant questionnaires were collected for early partnership confirmation. The cross-sectional approach of handling the subject region for data gathering and analysis across a brief time forms the basis of our investigation. The sample was contacted by phone, surveys, and questionnaires that were sent to businesses throughout three separate periods, each with a month in between. During interval ‘A’,

participants were requested to provide general data and evaluate 'strategic vigilance' indicators. After a month, participants in interval 'A' were asked to judge signs of 'strategic readiness' at interval 'B'. The 'organisational effectiveness' indicators were asked to be rated by the participants at interval 'C' and interval 'A' and two months later, respectively. By employing these sequential and separate periods, the author was able to acquire reliable results for the study hypotheses and remove common technique bias difficulties (Podsakoff et al., 2003). Out of the 122 surveys distributed to participants in interval 'A', only 115 responses were received at the beginning of period 'B'. By the end of period 'C', 113 responses had been received at intervals that had passed 'A' and 'B'. Three responses were removed from the analysis due to their invalidity. Ultimately, 110 participant responses were collected over three months, yielding a 90% response rate that is statistically acceptable.

**Table 1** Study sample organisations

<i>Name of company</i>	<i>Date of establishment</i>	<i>Company profile</i>
Al-Tameem Sweets and Biscuits Company	1965	This company produces a wide variety of biscuits and sweets that it markets in local markets.
Al-Najjar Furniture Company	1974	This company produces different types of furniture, as it produces all kinds of home furniture in addition to office furniture. Its products are marketed in Baghdad and the provinces through fairs in those cities.
Black Gold Aluminum Company	1987	This company produces aluminium doors, windows, and home furniture. Its products are marketed in the Iraqi local market.
Al-Kurunji Group of Companies	2000	A group of Iraqi companies specialising in the production of juices and soft drinks of various types and possessing all Iraqi and regional health certificates. We export to all of Iraq's governorates and hope to export to neighbouring countries and compete for global items in the near future.

Note: Table or created by the researcher using the analysis's findings.

**Table 2** Distribution of the questionnaire forms to the individuals in the study sample

<i>The company</i>	<i>Number of questionnaire forms distributed</i>	<i>Number of questionnaire forms received</i>	<i>Percentage of total questionnaire forms received %</i>
Al-Tameem Sweets and Biscuits Company	29	25	86
Al-Najjar Furniture Company	27	24	89
Black Gold Aluminum Company	26	23	88
Al-Kurunji Group of Companies	40	38	95
Total	122	110	90

Note: Table or created by the researcher using the analysis's findings.

Within the sample of organisations, the researcher investigated the views of department heads, supervisors, and several heads of boards of directors and corporate managers. The facts of the questionnaire distribution, both received and distributed, as well as their percentage in each organisation, are displayed in Table 2.

The research sample's demographics are displayed in Table 3. Male respondents made up the majority (87%). More than two-thirds of the respondents had more than 16 years of experience and were older than 35. In addition, almost two-thirds of the study participants held a technical diploma and a high school certificate, with 36% of them having the title of unit manager and 18% holding the title of head of department.

**Table 3** The demographics of the study sample

<i>Variables</i>	<i>Categories and designations</i>	<i>Numbers</i>	<i>Percentage</i>
Gender	Males	96	87%
	Female	14	13%
	Total	110	100%
Age	Less than 35 years old	35	32%
	36–45	44	40%
	46–55	24	22%
	More than 55	7	6%
	Total	110	100%
Academic certificate	high school certificate	47	43%
	Technical Diploma	43	39%
	Bachelor of	20	18%
	Total	110	100%
Years of service	Less than 15 years	31	28%
	16–20	42	38%
	21–25	22	20%
	More than 25	15	14%
	Total	110	100%
Administrative position	Chairman	4	3,6%
	Managing director	4	3,6%
	Associate director	4	3,6%
	Head of the Department	20	18%
	Unit manager	40	36,2%
	Admin	38	35%
	Total	110	100%

Notes: Table or created by the researcher using the analysis's findings. n = 110.

#### 4.4 Study questionnaire tests

##### 4.4.1 Honesty test

By presenting the scale (the questionnaire) to a group of specialists in the field of administrative sciences, it refers to the scale's capacity to measure the phenomena under research.

##### 4.4.2 Stability test

Stability, according to the Krumbach alpha scale, is the ability of the scale (i.e., the questionnaire) to produce consistent results when given to the same individuals repeatedly. When the scale (i.e., the questionnaire) is reapplied to the same individuals, its stability and ability to produce consistent findings are indicated if the alpha values are higher than 65%. This supports the research findings and their ability to describe the case under investigation using the entire sample and all study components as follows:

**Table 4** Cronbach's alpha

<i>Study variables</i>	<i>Cronbach's alpha</i>	<i>N of Items</i>
Strategic vigilance	0.803	16
Strategic readiness	0.759	16
Organisational effectiveness	0.859	12
At the overall level of the sample	0.904	44

Note: Table or created by the researcher using the analysis's findings.

##### 4.4.3 Content validity test

It refers to the degree to which the variables are independent of one another as measured by Spearman's correlation coefficient, as illustrated in Table 5.

**Table 5** Spearman's correlation

		<i>Correlations</i>		
<i>Study variables</i>		<i>Strategic vigilance</i>	<i>Strategic readiness</i>	<i>Organisational effectiveness</i>
Strategic vigilance	Correlation coefficient	1.000	0.505**	0.565**
	Sig. (2-tailed)	.	0.000	0.000
	N	110	110	110
Strategic readiness	Correlation coefficient	0.505**	1.000	0.490**
	Sig. (2-tailed)	0.000	.	0.000
	N	110	110	110
Organisational effectiveness	Correlation Coefficient	0.565**	0.490**	1.000
	Sig. (2-tailed)	0.000	0.000	.
	N	110	110	110

Notes: \*\*Correlation is significant at the 0.01 level (2-tailed).

Table or created by the researcher using the analysis's findings.

The significance value [Sig. (2-tailed)] of 0.01 indicates a high degree of independence among the investigated variables. This represents a really important outcome. The

observed independence of the variables shows that there is no relationship between them and validates the validity of the sample. The dependability of the selected sample and questionnaire is further reinforced by the lack of covariance or linear overlap (auto-correlation). As a result, the information gleaned from the study is reliable and accurate for researching the subject at hand.

## 5 Results of the structural model and hypothesis tests

To evaluate the assumptions in the structural model, SPSS version 23 was used to perform a hierarchical regression analysis. When using the product term approach to examine models with many mediating effects, this analysis is extremely helpful for evaluating hypotheses. Table 6 presents the results of the study of the mediating effect of strategic preparedness in three sets of sub-models: the influence linkages on improving goal achievement, adaptability, and integration for promoting organisational performance. Along with the effect coefficients for each hypothesis in terms of link strength and direction, Tables 4, 5, and 6 also include variance values for the independent and mediator variables in each model (Al Ahbabi et al., 2019; Kline, 1998).

The study's empirical results are considered highly relevant and indispensable for managers and policymakers operating in Iraq's industrial sectors. By employing strategic alertness and strategic preparedness, these findings can be applied to improve administrative performance, which will ultimately enhance measures of organisational effectiveness. Three stages of analysis were used for each sub-model in order to assess its impact on the dependent variable. The effect of the mediating variable on the dependent variable was evaluated in the second stage. In contrast, the effect of the independent variable on the dependent variable was investigated in the first. The influence of the mediator variable, the interaction between the mediator and the independent variable, and their combined effect in improving the dependent variable were all examined in the third phase of the analysis.

### 5.1 *Examining how strategic vigilance can improve organisational effectiveness*

After doing a simple linear regression analysis, Table 6 displays the findings. The determination coefficient ( $R^2$ ) of the independent variable, which is 0.36, indicates that the study reveals a positive and substantial effect of strategic alertness as an independent variable on organisational effectiveness as a dependent variable. This suggests that 36% of the variation in organisational success can be attributed to strategic vigilance. The remainder is ascribed to random, uncontrollable factors that were left out of the study model. At a significance threshold of 0.01, the computed value of the F-statistic (55.286) is significantly greater than the tabular value (6.334). This suggests that the relationship's interpretation by the regression model is plausible.

Furthermore, at a significance level of 0.01, the matching t-value (7.563) for strategic vigilance surpasses the tabular value (2.63), indicating a significant beta coefficient ( $B1$ ) for the trait. Furthermore, a considerable influence of strategic alertness was noted in every facet of organisational effectiveness. These results imply that the first hypothesis is correct.

**Table 6** The effect of strategic vigilance on organisational effectiveness

Dependent variables	Independent variable/strategic vigilance		$R^2$	F value	
	$\beta_0$	$\beta_1$		Calculated	Tabular
Achievement of goals	1.466* (5.645)	0.663* (8.137)	0.47	84.412*	6.334
Adaptation	1.365* (4.865)	0.652* (7.378)	0.35	53.291*	
Integration	2.342* (5.563)	0.245* (3.88)	0.052	5.453*	
Organisational effectiveness	1.823* (6.961)	0.617* (7.563)	0.36	55.286*	

Notes: N = 110, N.S = not significant. \*\*P  $\leq$  0.01. Numbers in parentheses denote the tabular t, calculated t = 2.63.

Table or created by the researcher using the analysis's findings.

## 5.2 An analysis of the impact of strategic readiness on organisational effectiveness

The impact of strategic preparation as an intermediate independent variable on organisational success is shown in Table 7, where it first appears as a dependent variable. In the studied corporation, organisational effectiveness and strategic preparedness account for 47.2% of the effect (0.472). The remainder can be attributed to random, uncontrollable factors that were left out of the study model. Given that the calculated value of (F) is higher than the tabular value of (6.334) and has a significant level of (0.01), it can be concluded that organisational effectiveness in the examined business is positively and morally influenced by strategic readiness. In terms of (t), which is approximated at (9.439) and is much larger than its tabular value of (2.63), (B1) is (0.796), which is a significant number based on the beta coefficients. (0.01). All organisational effectiveness metrics showed the moral impact of strategic preparedness. Consequently, the second hypothesis is agreed upon.

**Table 7** The impact of strategic readiness on the dimensions of organisational effectiveness

Dependent variables	Independent variable/strategic readiness		$R^2$	F value	
	$\beta_0$	$\beta_1$		Calculated	Tabular
Achievement of goals	0.189* (0.59)	0.853* (9.97)	0.513	105.46*	6.334
Adaptation	0.668* (1.483)	0.748* (7.179)	0.352	48.241*	
Integration	0.954* (1.633)	0.487* (4.611)	0.153	17.483*	
Organisational effectiveness	0.589* (1.955)	0.796* (9.439)	0.472	91.808*	

Notes: N = 110, N.S = not significant. \*\*P  $\leq$  0.01. Numbers in parentheses denote the tabular t, calculated t = 2.63.

Table or created by the researcher using the analysis's findings.

### 5.3 Analysis of the mediating role of strategic readiness in the relationship between strategic vigilance and enhancing organisational effectiveness.

Table 8 illustrates how strategic preparation and attentiveness affect organisational effectiveness. The regression analysis's findings demonstrate how strategic preparedness, or strategic vigilance, significantly affects organisational effectiveness. The computed value for (F) was (\* 49.867), greater than the tabular value (6.334) and significant (0.01). The beta coefficients (0.845) clearly show that B1 is true. In terms of (t), this is an important discovery as it was calculated at (7.643), which is greater than the tabulated value of (2.63). In comparison to the coefficient of determination  $R^2$  (36% for the effect of strategic alertness alone on organisational efficacy), the coefficient of determination  $R^2$  was (0.542), indicating that the percentage difference between the (0.542) and significant (0.01) indicates that the impact of strategic vigilance through strategic readiness has increased to (54.2%). The beta coefficients (0.845) clearly show that (B1) is true. In terms of (t), this is a significant discovery as it was calculated at (7.643), which is greater than the tabulated value of (2.63). The percentage difference between the coefficient of determination ( $R^2$ ) of (36% for the effect of strategic alertness alone on organisational effectiveness) and the coefficient of determination ( $R^2$ ) of (0.542) indicates that the impact of strategic vigilance through strategic readiness has increased to (54.2%). This is a very good proportion since it indicates that 54.2% of the overall variability in organisational effectiveness may be attributed to strategic vigilance through strategic preparedness, with the remaining effective percentage coming from random variables. This information is not on the study form. Additionally, for strategic awareness, the beta (1) coefficients of (0.845) are higher than the value of (B1) of (0.617) by itself. This indicates that the third hypothesis is becoming more widely accepted due to its increasing impact.

**Table 8** The effect of strategic vigilance through strategic readiness on organisational effectiveness

Dependent variables	Independent variable/strategy vigilance through strategic readiness		$R^2$	F value	
	$\beta_0$	$\beta_1$		Calculated	Tabular
Achievement of goals	0.196* (0.645)	0.954* (8.876)	0.614	69.844*	6.334
Adaptation	0.682* (1.591)	0.856* (6.236)	0.389	32.965*	
Integration	0.911NS (1.679)	0.584* (2.946)	0.162	8.687*	
Organisational effectiveness	0.592NS (1.958)	0.845* (7.643)	0.542	49.867*	

Notes: N = 110, N.S = not significant. \*\*P  $\leq$  0.01. Numbers in parentheses denote the tabular t, calculated t = 2.63.

Table or created by the researcher using the analysis's findings.

Following the growing influence in each dimension of organisational effectiveness is also possible:

### *5.3.1 There is an increase in the impact of strategic vigilance through strategic readiness in achieving the goals*

The computed value of (F) of (\* 69.844) is higher than the tabular value of (6.334) at a significant level (0.01). Compared to the percentage impact of strategic alertness alone, which is 0.47, the effect of strategic preparedness through strategic alertness on target attainment is 0.614. Comparing the value of (B1) to the computed value of (t), the result was (0.954). The amount exceeds the tabular value of 2.63 (0.01) at the level of 8.876.6. This illustrates the increasing impact of strategic readiness when comparing the value of (B1) to (0.663) for strategic vigilance alone.

As may be expected, the mediating role of strategic readiness in boosting organisational effectiveness led to an increase in both these mediating effects and the effect of strategic vigilance. Furthermore, even if strategic vigilance has stabilised, aspects of organisational effectiveness, including target achievement, integration, and adaptation, have continued to be negatively impacted. This has led to high levels of organisational effectiveness.

### *5.3.2 There is an increase in the impact of strategic vigilance through strategic readiness in adaptation*

This is shown by the computed value of (F) of (32.965), which at a statistically significant level of (0.01) and ( $R^2$ ) (0.389) is much larger than the tabular value of (6.334). This ratio sees the impact of strategic alertness on strategic preparedness for adaptation. The value of B1 was 0.856 in comparison to the effects of strategic alertness alone, which was 0.35. The computed value of (t), which was (6.236) at the (0.01) level, is a significant number that is greater than its tabular counterpart, which was (2.63). With a B1 (0.652) rating, strategic vigilance is deemed to be increasingly influential across strategic readiness.

### *5.3.3 There is an increase in the impact of Strategic vigilance through the strategic readiness in the integration*

The extracted value of (F), which is 8.687, demonstrates this. Compared to the tabular value of 6.334 and the value of ( $R^2$ ), 0.162, which indicates the percentage of the influence, this is significantly bigger at a significant level (0.01). When compared to the ratio of the impact of strategic alertness alone (0.052), the value of (B1) was (0.584), which is a significant value according to the calculated value of (t) of (2.946), the largest from its tabular value of (2.63) at the level of strategic vigilance through strategic readiness in integration (0.162). In relation to the calculated value of (t) of (2.946), this value (0.01) is noteworthy. Furthermore, this confirms the third hypothesis when contrasted to (B1) (0.245) for strategic vigilance alone, which shows the expanding influence through strategic preparation.

## 6 Discussion, conclusions, and limitations of the study

### 6.1 Discussion

Enhancing and assessing a complete conceptual model that connects organisational effectiveness, strategic readiness, and strategic vigilance is the aim of this study. By examining the mediating role of strategic readiness, this study extends our understanding of organisational competency, strategic awareness, and strategic readiness. He highlights the significance of instilling greater confidence in management to enhance strategic vigilance and equip staff for organisational transformation. Numerous significant and intriguing discoveries that broaden our understanding of the subject are among the investigation's findings of course! This study aims to investigate in greater detail the relationship among strategic readiness, strategic alertness, and organisational effectiveness. Strategic vigilance is the capacity of an organisation to proactively monitor and assess its external environment in order to detect potential dangers and opportunities. Strategic preparedness, on the other hand, focuses on the organisation's capacity and readiness to handle these acknowledged possibilities and risks.

By taking into account its mediating role, the study seeks to better understand how strategic preparedness affects the relationship between organisational success and strategic awareness. According to their theory, an organisation's performance is enhanced when it can convert strategic attention into effective actions and results. This is achieved through having high levels of strategic readiness.

The study emphasises how crucial administrative confidence is to building readiness and strategic awareness. Leaders who are adept at communicating and carrying out strategic objectives and who have faith in their abilities to make strategic decisions have a favourable impact on employee performance and preparedness for change.

Through extensive data collecting and analysis, the project aims to uncover significant insights into the relationship between strategic alertness, strategic readiness, and organisational effectiveness. The findings are anticipated to add considerable value to the existing literature by demonstrating the mechanisms via which these variables interact and affect organisational outcomes and by offering empirical support.

The study's conclusions show how strategic vigilance might improve organisational effectiveness in businesses that deal with industrial settings. All aspects of organisational effectiveness, measured as a dependent variable, show a strong and positive relationship with strategic alertness, an independent variable. The goal of this study is to investigate the aspects of strategic vigilance that (Bouzian, 2021) highlighted as critical to improving organisational effectiveness. This study offers a suggested model for implementing strategic vigilance mechanisms in economic institutions, providing insights into the workings of the strategic vigilance system and the advantages it can offer to industrial enterprises. It also reveals a positive relationship between all elements of strategic vigilance and the orientation of the investigated institutions. It looks at how different departments work together and how information moves through the company, showing how these things affect development and performance as a whole. The study highlights the significance of constant watchfulness and continuous environmental monitoring in order to collect data, handle it efficiently, extract insights, and make well-informed decisions that are in line with the strategic objectives of the company. While this study is consistent with previous theoretical approaches and field studies on the relationship

between variables, it also highlights the importance of defining and prioritising these goals in the dynamic social, economic, and technical environment.

Additionally, it is important to keep in mind that the organisational context of the surveyed institutions differs from that of other institutions (Bolodani, 2013; Mahout and Nassib, 2019). According to Siphon (2015), there are also differences in the traits of organisational effectiveness, methods of measuring it, and the variables affecting the evaluation.

Second, the findings attest to the fact that strategic readiness has a significant influence on organisational effectiveness and that this influence extends to all organisational effectiveness aspects. Coordinating the organisation's strategic plans and actions to attain strategic preparedness in order to guarantee commercial success (Najem, 2020). Achieving strategic alignment inside the company fosters employee comfort and satisfaction, which in turn encourages happiness at work and task performance, ultimately leading to organisational success (Al-Abadi et al., 2016). We concentrated on the criteria for measuring them from the data, in addition to elucidating suggestions for theoretical methods linked to organisational success and attempting to identify the most significant aspects determining them. To evaluate how much an organisation contributes to the growth and achievement of its objectives and, consequently how much of an influence it has on the way societies develop (Bolodani and Aqoon, 2021). This conduct helps to raise the effectiveness, performance, and efficiency levels inside the organisation (Moamar and Bin Zahi, 2014).

The creation and preservation of competitive advantage are aided by strategic vigilance, and the organisation depends on this information to learn about its competitors' advantages and disadvantages as well as existing and future threats to its market share (Mesbah and Boukhemkhem, 2019). According to the descriptive and analytical approach, the reality of strategic vigilance practice and its various forms of commercial, competitive, technological, and environmental vigilance in small and medium-sized enterprises, as well as its impact on energising these enterprises' competitiveness (Misrati and Bin Nazir, 2020). Given the significance of strategic vigilance in organisations and its function in keeping an eye on the surroundings, projecting future developments, and gaining a clear picture to modify actions that help achieve objectives, (Gauzelin and Bentz, 2017) and to pinpoint the issues that arise while putting in place a strategic vigilance system in businesses. The industrial sector's strategic vigilance procedures were diagnosed in order to solve the problem (Qaron and Ghadban, 2020). The researchers sought to determine whether this organisation implemented the strategic vigilance system as an efficient practice that helped to generate competitive advantages for it in order to illustrate the function of strategic vigilance in business organisations at different phases of development (Ben Khalifa et al., 2018). Additionally, companies should form a strategy based on the intelligence unit's ability to provide them with the information they need to seize environmental opportunities, and they should search for ways to exercise strategic vigilance (technological, competitive, and commercial). And stay clear of the threats that are nearby. Ben Khalifa et al. (2018) illustrates the connection and impact between strategic vigilance and the growth of competitive advantages in small and medium-sized businesses.

And operating in accordance with this to enable businesses to sell products gives a clear picture of how prepared an organisation is strategically (Najm, 2020). And because they play a beneficial role in creating integration between strategic alertness and

organisational effectiveness, it became evident that industrial enterprises in the Kirkuk governorate needed to focus on building strategic readiness if they wanted to advance towards organisational effectiveness. The culmination of competitive, technological, business, and environmental awareness is an industrial firm's capacity to employ strategic alertness when it comes to organisational effectiveness. This capacity can improve industrial companies' chances of surviving and boost their productivity. If managers are able to address obstacles to strategic readiness, the areas of competitive, technological, commercial, and environmental vigilance experience the earliest and most notable changes. The study's findings, which demonstrate that the mediating variable has an impact on organisational effectiveness, support this. This study offers significant theoretical and practical advances. This study, which focuses on the mediating role of strategic readiness in this context, is theoretically one of the few that looks at the relationship between organisational effectiveness and strategic alertness. Expanding leaders' involvement in strategic vigilance is recommended by a number of studies, such as Rafael and Qashi (2015), Weald Abed (2017) and Mahout and Nassib (2019). This is especially true when it comes to evaluating organisational success in organisational work practices (Ben Khalifa et al., 2018). However, they disregarded the structural meaning of strategic vigilance and how it raises the bar for organisational effectiveness. Prior research concentrated on the effects of strategic vigilance approaches (Bouziane, 2021). We have found, against the common assumption, that strategic vigilance does exist. This is a typical occurrence for today's leaders and encourages subordinates to be competitive, technological, commercial, and environmentally aware on a personal level as well as to foster positive attitudes inside the organisation on a group level. The application of strategic vigilance stimulates managers' and employees' interest in vigilance. Unlike other researchers, we illustrated our multivariate effects model of strategic vigilance on enhancing organisational effectiveness and the mediating role of strategic readiness using the following theoretical frameworks: competitive vigilance, technological vigilance, commercial vigilance, and environmental vigilance. The results suggest that emotional responses within the group moderate the positive work outcomes brought about by strategic vigilance, hence impacting subordinates' adoption of practices that enhance organisational success. According to the concepts discussed above, this research closes a gap in organisational research by identifying subordinates' responses to strategic vigilance within the corporation.

This study shows how strategic preparedness plays a complex role as a modified variable in the relationship between organisational effectiveness and strategic vigilance. The establishment of an administrative system for management members that encompasses all organisational practices, including organisational effectiveness, could be significantly impacted by the interest of industrial companies in the Kirkuk governorate in setting the proper foundations for the development of strategic readiness in industrial companies. Moreover, industrialised countries in Western and Southeast Asia are the focus of most research on organisational effectiveness and strategic alertness. This study fills a knowledge gap by focusing on Iraq as a developing country that represents the Middle East. Practically speaking, the results show that strategic vigilance practices are deeper and more widespread than previously believed, and businesses in the Kirkuk Governorate should be aware of this. Policymakers in Iraq and industrial companies need to reconsider how they appoint executives within their organisations. The adoption of strategic readiness by CEOs has the potential to enhance organisational effectiveness in industrial businesses. The idea that managers should exercise strategic vigilance to

sustain a high degree of enthusiasm and morale in order to improve organisational effectiveness and, consequently, ensure the survival and competitiveness of manufacturing firms on a local, regional, and national level is also supported by this research.

Additionally, keeping in mind the influence of strategic vigilance on the long-term sustainability of strategic preparedness, we implore industrial businesses to establish professional industrial networks. Additionally, a set of indicators with proven validity and reliability – such as organisational effectiveness, strategic readiness, and strategic vigilance – are used in this study. Future studies on organisational performance and strategic alertness can also be used of them by other researchers. This research had some shortcomings even though it achieved its main objective. The main restricted area, the Kirkuk Governorate, is where the data was gathered from several industrial businesses. Considering the diversity of the Middle East, government or private sector research in other countries may prove advantageous in the future.

Furthermore, considering the impact of strategic awareness on the long-term viability of strategic readiness, we beg industrial companies to form expert industrial networks. In addition, a set of validated and reliable measures, including strategic readiness, organisational effectiveness, and strategic vigilance, are employed in this research. Other academics can also use them in future studies on strategic attentiveness and organisational effectiveness. This study met its primary goal, but it also had certain drawbacks. The data was collected from multiple industrial firms within the Kirkuk Governorate, the primary restricted area. Given the heterogeneity of the Middle East, doing government or private sector study in other nations could prove beneficial down the road.

## *6.2 Conclusions*

The study produced significant findings that examine how organisational effectiveness is impacted by strategic preparedness and attentiveness. Compared to the effect of strategic alertness alone, which was 36%, it reveals that the combination of strategic alertness and strategic preparedness considerably affects the attainment of organisational goals by 54.2%. The findings show that strategic vigilance works better to achieve goals when it is combined with strategic preparedness. Specifically, the impact of strategic vigilance plus strategic preparedness on goal achievement was 61.44%, while the effect of strategic vigilance alone was 47%.

Furthermore, the research findings indicate that the integration of strategic preparedness and strategic vigilance enhances the impact of the former on adaptation. Specifically, the combined effect of the two strategies – strategic preparedness and strategic vigilance – was found to be 38.9%, while the impact of the former alone was 35%.

The study also showed that, in comparison to the impact of strategic vigilance alone, which was 5.2%, the effect of strategic vigilance through strategic readiness on integration is significantly greater, with a figure indicating its impact rate reaching 16.2%.

The findings mentioned above reaffirm the significance of strategic preparedness in mitigating the effects of strategic vigilance on the efficacy of organisations. The report emphasises how crucial it is for businesses to have a holistic strategy that includes

ongoing external environment monitoring, wise strategic decision-making, and organisational readiness to meet obstacles and seize opportunities. By doing this, businesses may strengthen their capacity for adaptation, accomplish their objectives, and boost productivity in a dynamic and cutthroat corporate climate.

The following are the most important conclusions that can be drawn from the intellectual and field results reached by the study:

- The term ‘strategic vigilance’ describes proactive monitoring and scanning of the outside world to detect new opportunities and risks. It entails constantly obtaining data, assessing market trends, monitoring competitors, and keeping up with developments in technology, legislation and consumer preferences. Organisations can anticipate changes and make wise decisions to stay ahead of the competition by exercising strategic attention.
- Strategic Readiness: An organisation’s ability to successfully deal with recognised opportunities and challenges is a component of strategic readiness. Building the tools, capabilities and tactics necessary to seize opportunities and reduce risks is part of it. Establishing agile operations, encouraging a culture of innovation and learning, funding employee development, and aligning organisational structures and processes with strategic ambitions are all components of strategic readiness.
- The degree to which an organisation achieves its goals and functions well in its internal and external environments is referred to as its effectiveness. Goal achievement, flexibility, integration, efficiency and stakeholder satisfaction are just a few of the many elements it includes. Organisations can improve their overall performance by aligning their actions with their strategic objectives and adapting quickly to changing circumstances through a combination of strategic vigilance and strategic preparedness.
- Achieving goals is essential to an organisation’s success. An organisation’s chances of achieving its goals increase when combined with strategic preparedness and attentiveness. This is because while strategic preparedness ensures that the organisation is well placed to take advantage of opportunities, strategic awareness helps in identifying them. Organisations can enhance performance and increase the odds of success by integrating these two elements.
- The ability of an organisation to adapt and react to changes in the external environment is known as adaptation. An organisation’s ability to adapt is enhanced through strategic preparedness in conjunction with strategic vigilance. This means that companies can more successfully adjust their strategies, structures, procedures and offerings to meet changing market demands if they monitor the environment and are prepared to act on it. For organisations to maintain their performance and competitiveness over the long-term, adaptation is essential.
- Integration: Within an organisation, integration is the synchronisation and coordination between different departments, processes, and functions. Integration benefits from the combination of strategic vigilance and strategic preparedness. Through integration, many organisational components can successfully communicate, share resources and information, and work toward common goals. Organisations can improve overall performance, prevent silos, and create better synergy by improving integration.

### *6.3 limitations of the study*

There are a number of study limitations to take into account. Human constraints, geographical limitations, temporal limitations, and knowledge limitations are some of these restrictions.

- Human limitations: The study only looked at particular people who worked for the organisations, such as department directors, the general manager and his assistants, and the chairman and members of the board of directors. It's possible that this small sample size does not fully represent the viewpoints and experiences of all employees inside the organisations. As a result, it's likely that the results cannot be applied to the whole workforce.
- Geographic restrictions: The study was carried out in the Kirkuk Governorate and concentrated on four industrial businesses that were present there. It's possible that the conclusions will not apply to companies in different regions or sectors. The particular traits and dynamics of the chosen businesses could have an impact on the findings and restrict how broadly they can be applied.
- Temporal restrictions: The research was carried out between December 24, 2021, and January 12, 2023. This constrained timescale can miss long-term impacts and modifications that might happen after the study period. The relationship between strategic alertness, strategic preparedness, and organisational effectiveness may be influenced by a variety of factors over time, including changes in the economy, market trends, and organisational developments.
- Knowledge restrictions: Three factors were the subject of the study: organisational effectiveness, strategic preparedness, and strategic vigilance. Even if these variables offer insightful information, it's possible that other variables and circumstances that could affect the success of the organisation were overlooked. It's likely that the study did not fully reflect the complexity of organisational dynamics and the wide range of variables that affect how effective an organisation is.

Here are some more specifics regarding the study's future directions:

- Combining qualitative and quantitative approaches: Combining qualitative and quantitative research methodologies can help future studies. Focus groups and interviews are examples of qualitative techniques that can offer an in-depth understanding of the attitudes, experiences, and actions of individuals inside organisations. Larger-scale measurement and analysis of the interactions between variables, however, can be facilitated by quantitative methods. Researchers can obtain a deeper comprehension of the intricate relationships among strategic alertness, strategic preparedness, and organisational effectiveness by combining these techniques.
- Studies with a long duration: These studies can provide us with a better understanding of how organisational effectiveness, strategic preparedness, and strategic vigilance change over time. Through the collection of data over a lengthy period at various points, researchers can analyse the causal links and spot possible patterns or changes.

- Cross-cultural studies: Examining how organisational success, strategic preparedness, and strategic vigilance relate to one another in various cultural contexts might improve the findings' generalisability and applicability. Organisations from different cultural backgrounds can be compared to gain insight into the cultural aspects that may affect the relationship and to learn about solutions that are culturally distinctive to improve organisational effectiveness.
- Research through experimentation: It is possible to investigate the causal connections between organisational effectiveness, strategic preparedness, and strategic alertness. Variables can be changed, and researchers can then analyse how such changes affect organisational results. To improve strategic attentiveness and strategic readiness, for instance, interventions or training programs can be put into place, and their effects on organisational effectiveness can be assessed.
- Concentrate on particular sectors or situations: To get a more profound comprehension of the correlation between strategic alertness, strategic preparedness, and organisational effectiveness in those specific environments, future research can concentrate on certain industries or scenarios. For instance, researching how these factors affect developing markets or the healthcare sector can yield insights and suggestions unique to that sector.

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