



## THE EFFECT OF STRATEGIC VIGILANCE IN ACHIEVING SUSTAINABLE COMPETITIVE ADVANTAGE: ANALYTICAL RESEARCH AT ASHUR INTERNATIONAL BANK

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### ABSTRACT

This research aims to understand the interest of Ashur International Bank management in the role of strategic vigilance in achieving sustainable competitive advantage by providing decision-makers with proactive information about internal and external environmental variables, so the intellectual cover of the problem stems from the extent of the bank's management ability to achieve sustainable competitive advantage in light of the multiple markets of the Iraqi private commercial banks, as well as governmental banks. This research highlights the role of strategic vigilance in strategic management, with sustainable competitive advantage vital for banks' future and operations. The sample consists of (125) individuals (department heads, division and unit officials, and employees) in the surveyed bank. A questionnaire was used to collect data and distributed to a sample of (60) individuals, from which (50) valid forms were retrieved for analysis. The results showed a significant relationship between strategic vigilance and competitive advantage, as strategic vigilance enables the bank to adapt to rapid changes in the external environment, enhances its ability to stay competitive. The bank's management focuses on different aspects of strategic vigilance (commercial, environmental, technological, and competitive vigilance).

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## INTRODUCTION

In the contemporary business world, achieving sustainable competitive advantage has become essential for companies' continued success and survival in the competitive market. Sustainable competitive advantage refers to the ability of organizations to achieve superior performance over competitors in the market (Zhang et al., 2023). And the ability to maintain this performance over the long term (Mady et al., 2023). Strategic alertness is one of the key tools that can help companies achieve this advantage. The importance of strategic vigilance is the ability of companies to comprehensively understand their competitive environment, analyze it in depth, and build strategies that are in line with that environment and future expectations (Thneibat et al., 2023). When a company has a clear strategic vision and it is activated through its daily operations, it can deal with challenges more effectively and benefit. Of better chances (Alnoori and Al-Janabi, 2022). Strategic vigilance means that the company can analyze trends in the market, understand competitor movements, accurately estimate customer needs, and adapt its strategies and tactics accordingly (Shafie et al., 2023). The current research seeks to demonstrate the impact of strategic vigilance in achieving sustainable competitive advantage. The current research aims to shed light on the importance of adopting strategic vigilance as a main tool in achieving competitive superiority, as well as understanding how banks such as Ashur International Bank can benefit from that tool for success and prosperity in the current business environment. Developing and changing, the

current research attempts to answer the question: Is there an effect of strategic vigilance in achieving sustainable competitive advantage in Ashur International Bank? The current research attempts to provide an intellectual framework for research that reviews the concept of strategic vigilance and sustainable competitive advantage and tests the relationship between variables. The current research was divided into presenting previous literary contributions related to the variable of strategic vigilance and achieving competitive advantage, and then presenting the research methodology, including the problem, importance and objectives of the research, the research plan and hypotheses, as well as selecting the sample. It also included presenting and discussing the results and finally the conclusions and recommendations.

## LITERATURE REVIEW

### *Strategic vigilance*

The concept of strategic vigilance started in France during the period of strategic use of information systems. and with the growth in the United States of America, it began to be more related to areas of competition. Its features became clear in Europe concurrent with technological information that was used in organizations by following the environment and identifying information that has a great impact on the activities and work of organizations. We point out that there are many definitions of strategic vigilance, which were given by writers and researchers according to their specializations and their work environments. (Hassen, 2014: 46)

defined it as "observing and analyzing environment variables for the specific dissemination of the selected information and processing it for use in making strategic decisions. In this respect, it was defined by (Bou Khreisa, 2015: 43) as a continuous process of monitoring information about changes that occur in the external environment of the organization, then processing and disseminating it to be exploited by decision-makers to enhance their ability to exploit opportunities and reduce threats. It was also known as the tool adopted by the organization to discover current and potential competitors that could affect its performance and at the same time create opportunities for success (Amir et al., 2024: 90). (Al-Saffar, 2017: 88), he indicated that strategic vigilance is the organization's radar system to monitor all signals that occur in its environment and collect information about it to take advantage of its strengths to seize available opportunities, address its weaknesses, and overcome the threats it faces. (Monus, 2018: 2) defined it as the organization's smart follow-up of its external environment to collect current and future information about all parties related to its work.

(Alshaer, 2020: 84) sees it as a continuous process through which the environment is monitored and analyzed, information is constantly collected and opportunities to seize it and threats are identified to avoid and reduce its effects. (Karima & Zohra, 2021; 206) gave a comprehensive definition of strategic vigilance as "an integrated system for the monitoring and control process to search for information from various aspects related to the

organization (commercial, competitive, technological, environmental) and process it to enable the organization to make strategic decisions and achieve long-term excellence.

This research concludes from the above that strategic vigilance is the process of monitoring weak signals in the environment and selecting and analyzing proactive information to keep the organization informed and aware of all developments that occur in the sector in which it operates and take advantage of the available opportunities promptly and be ready to face future risks and challenges.

### ***Types of Strategic Vigilance***

Most researchers agreed that strategic vigilance includes four types, which are briefly (Grine, 2010; 12; Abed and Alouti, 2017: 5-6; Ibrahim, 2017: 51-52; Mahmoud, 2017: 210; Alshaer, 2020; 84):

**Technological Vigilance:** It is a systematic and organized effort through which the organization monitors its associated scientific and technological environment, and knowledge of development opportunities that help it increase its competitiveness in the market through a better understanding of the competitive environment of the organization (Daoud and Ibrahim, 2017). Technological vigilance refers to the efforts made by the organization and the means and measures taken to reveal all developments and innovations of interest to the organization now or in the future (Sahnoun and Thalajeh, 2018). This enables the organization to prepare research and development programs, obtain new cooperation agreements, and buy and sell licenses or purchase new production units (Dalila, 2012; 5). It

also contributes to collecting information that enables the organization to make improvements and achieve precedence in the field of technological innovations. Thus, the organization focuses its attention on technical developments, scientific discoveries, research, and patents.

**Competitive Vigilance:** It means the set of activities carried out by the organization to enhance its competitive position by following them up and monitoring all the movements of current and potential competitors in a way that enables it to confront the threats and competitive pressures that may be issued by the competing organizations (Mahmoud, 2017: 210). It was expressed (Dawood & Abass, 2018) as the activity through which the organization learns about its current and potential competitors, and collects and analyzes information to identify their strategies, capabilities, and performance. Competitive vigilance enables the organization to constantly compare its strengths and weaknesses in various fields with the strengths and weaknesses of its competitors, which allows it to take appropriate measures to improve its position in the market (Al-Khazraji & Zahra, 2023).

**Commercial Vigilance:** It is the process of searching, collecting, processing, and distributing information related to the organization's markets, which is concerned with following up on market developments, and introducing new products and consumer behavior. (Karima & Zohra, 2021) defined it as the activity that is concerned with studying the commercial relations that occur between the organization and its

suppliers on the one hand and its customers on the other hand, as well as following up on the development taking place in the needs and behaviors of consumers. (Nassira, 2014) stresses that commercial vigilance means the activity through which the organization studies the relationship between suppliers and customers, knows the market growth rate, and focuses in particular on customers and suppliers to develop its products. It also focuses on the changing needs of customers in the long term. It follows the development and presentation of new products and the possibilities of suppliers in selecting the products needed by the organization at the lowest cost and highest quality (AL KHAZRAJE, 2024: 79).

**Environmental Vigilance:** It is monitoring the economic, political, legal, cultural, and social phenomena that affect the activity of the organization, and evaluating the current situation compared to its counterparts pointed out that environmental vigilance is concerned with all areas that were not addressed by previous types of vigilance, as it is concerned with the components of the general external environment that are not directly related to the organization.

### ***Sustainable Competitive Advantage***

Sustainable competitive advantage expresses the outstanding performance of organizations and the unique characteristics that distinguish them from competitors. Hence (Hassan et al., 2023: 146) referred to sustainable competitive advantage as "those efforts and capabilities that organizations make in providing the products that enable them to achieve sustainable

excellence over competing organizations in their business market." (David: 2011) defined it as "the organization's ability to provide everything new and unique that distinguishes its products that it offers to customers differently from the products of competing organizations to maintain existing customers, gain new customers and obtain a larger market share for a long period." the advanced method of competitive advantage that business organizations desire to obtain in the market, as it guarantees them the continuity of maintaining this advantage for a long period in the business environment, which brings them the profits they seek to achieve in the future. (Kamal et al., 2021: 165) referred to sustainable competitive advantage as "the results, procedures, and administrative decisions that the organization follows to achieve outstanding and unique performance compared to other competitors, and that sustainable excellence is achieved by following strategies of innovation and continuous improvement." Both (Vahdati et al., 2018: 26) agreed that sustainable competitive advantage is the result of the strategies followed by the business organization that distinguishes it from current and future competitors, and other organizations in the work environment cannot imitate or adopt it in the long term.

From the researchers' point of view, it is defined as the organization's ability to create and find something difficult to imitate or compete easily in the long run by its competitors, and the good use of its human and material resources to be able to continue and survive.

### ***Dimensions of sustainable Competitive Advantage.***

The dimensions of sustainable competitive advantage varied due to the different views of writers and researchers. As for (Mohsen, 2012: 38), (Al-Ghani, 2019: 12) they agreed that the dimensions of sustainable competitive advantage are:

**Strategic flexibility:** Flexibility represents the organization's ability to deal with environmental changes at the right time and place, taking into consideration other competitors in the work environment, and responding to the uncertainties facing the organization by adjusting its strategic objectives (Kaddouri and Al-Alusi, 2018: 121) add that it is "the capabilities and abilities available in the organization's resources that allow it to freely move among alternative strategies to adapt to different environment variables.

**Creative culture:** The creative culture represents the main factor of the organization's competitive capability through its ability to analyze the cultural environment, which includes customs and traditions as well as the prevailing norms in them, and that organizations' possession of a creative culture enables them to achieve sustainable competitive advantage, through understanding the culture and habits of customers. Also, the creative culture affects the performance level of individuals and groups, and this greatly determines the success of the organization, since its employees share values and beliefs that encourage them to create creative ideas and complete their work professionally (FAKHRY et al., 2024: 171).

**Intrinsic Capabilities:** Intrinsic capabilities are represented by the

organization's ability to provide products of high quality and lower cost, through the use of modern methods, and techniques in optimizing the investment of its internal capabilities, and that the core ability conforms to the vision and mission of the organization and meets the desires and needs of its customers. It is not acquired, rather, it is achieved through the integration of what the organization possesses of experiences, knowledge, and scientific qualifications to reach creativity at work (Ghafoora and Al Khazrajb, 2023: 134). It also refers to the set of activities that the organization performs brilliantly in a way that is difficult to imitate or replace by others and can achieve a competitive advantage in the short term and the future (Bahri et al, 2015; 738). From the foregoing regarding these dimensions, the researchers see that they represent the essence of sustainable competitive advantage and lead to increasing the organization's ability to survive and continue and strengthen its competitive position and serve its customers with a new and unfamiliar vision that leads it to the best ways to provide its services.

## RESEARCH METHODS

### *Research Problem*

Iraqi commercial banks in general, and Ashur International Bank in particular, face great challenges, most notably the multiplicity of markets for private commercial banks as well as governmental banks, which puts customers in front of options and freedom to choose the bank that provides the best services and facilities that meet their desires and needs. The bank under study

pays attention to strategic vigilance that provides decision-makers with proactive information about its banking markets promptly to achieve the sustainability of competitive advantage. As for what embodies the problem of field research, through the initial survey of researchers and interviews with the research sample, it appears that the management of the surveyed bank has a partial view of the dimensions of strategic vigilance and the dimensions of competitive advantage, and this will be directly reflected on the bank's orientations towards serving its customers, and from here the problem can be expressed by the following questions:

Is there an effect of strategic vigilance achieving sustainable competitive advantage in Ashur International Bank?

What is the level of importance of the research variables for the management of the bank in question?

What is the ability of the bank's management to achieve a sustainable competitive advantage in the light of the multiplicity of the Iraqi commercial banks' markets, as well as governmental banks?

### *Research Importance*

The importance of the research lies in its theoretical and applied framework by presenting the importance of the role of strategic vigilance in achieving sustainable competitive advantage in Ashur International Bank, and the importance is summarized in the following:

The strategic vigilance, competitive advantage, and sustainability are among the topics that have occupied the researchers' attention for many

years, due to the effective role they play in achieving the survival and success of banking organizations.

The research dealt with the banking sector, especially the private commercial banks, because of their great role in providing cash liquidity and supporting commercial projects in the country.

Helping the management of the bank in question or whoever performs its duties in setting up a working mechanism that takes care of strategic vigilance and the dimensions of the sustainable competitive advantage.

**Research Aims**

This research aims to show the impact of strategic vigilance in achieving sustainable competitive advantage in Ashur International Bank according to the following:

Providing an intellectual framework for research that reviews the concept of strategic vigilance and sustainable competitive advantage.

Arousing the interest of the management of the surveyed bank in the research variables.

Presenting a set of recommendations to the management of the bank in question, which can contribute to improving banking programs and providing the best services to maintain their continuity.

**Research Model and Hypotheses**

The hypothetical Chart shows the relationships of correlation and effect between the research variable(strategic vigilance) and the dependent variable (sustainable competitive advantage)as shown in Figure 1

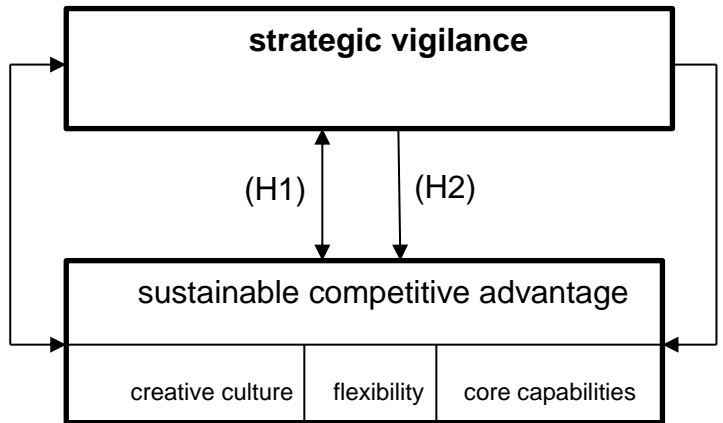


Figure 1. Research Model and hypothesis

Source: output AMOS V.25

The first main hypothesis (H1): There is a statistically significant correlation between strategic vigilance with its combined dimensions and sustainable competitive advantage. Several sub-hypotheses are derived from it:

(H1-1): There is a statistically significant correlation between strategic vigilance with its combined dimensions and strategic flexibility.

(H1-2): There is a statistically significant correlation between strategic vigilance with its combined dimensions and creative culture.

(H1-3): There is a statistically significant correlation between strategic vigilance with its combined dimensions and core capabilities.

The second main hypothesis (H2): There is a statistically significant effect of strategic vigilance with its combined dimensions on the sustainable competitive advantage: Several sub-hypotheses are derived from it:

(H2-1): There is a significant and statistically significant effect of strategic vigilance with its combined dimensions on strategic flexibility.

(H2-2): There is a significant and statistically significant effect of strategic vigilance with its combined dimensions in the creative culture.

(H2-3): There is a significant and statistically significant effect of strategic vigilance with its combined dimensions on the core capabilities

### **Research Sample**

Ashur International Bank, which is one of the private commercial banks located in the capital, Baghdad / Karada, Uqba bin Nafeh Square was chosen as a field for the research. The members of the research community reached (125) individuals represented by (managers and their assistants, heads of departments, officials of the people and units, and employees) in the bank. (60) questionnaire forms were distributed to them, of which (50) valid forms were retrieved for analysis.

### **Methods of Data Collection**

The researchers relied on their contributions which were collected from scientific references such as books, theses, and scientific journals related to the subject of the research, as well as sources obtained from the International Information Network (Internet). The researchers relied on field visits and questionnaires to collect data and then analyze it to reach the final results of the research. The questionnaire form consists of (28) questions, of which (16) are related to strategic vigilance and (12) questions are related to sustainable competitive advantage. The scale was built depending on some studies and articles and a review of some ready-made measures related to the research variables. The strategic vigilance was based on the proposals of (Mahmoud, 2017, Tamboura, 2008, Monus, 2018). As

for the sustainable competitive advantage, it was based on the study of ( Al-Ghani, 2019; Chen, et., al, 2006). It was adapted according to the requirements of the Iraqi environment, research trends, and the nature of the bank in question.

## **RESULTS AND DISCUSSION**

This research applies the confirmatory constructivist honesty method to the items of strategic vigilance and the items of sustainable competitive advantage to confirm that the four items within the first independent dimension of strategic vigilance represent environmental vigilance in the best way. The four items within the second independent dimension represent technological vigilance in the best way, and the four items within the third independent dimension represent commercial vigilance, in the best way. The four items within the fourth independent dimension represent competitive vigilance in the best way. The confirmatory factor analysis method registers that the four items within the first dependent dimension of sustainable competitive advantage represent strategic flexibility in the best way, the four paragraphs within the second dependent dimension represent the creative culture in the best way, and the four items within the third dependent dimension represent the core capabilities in the best way. The confirmatory factor analysis method documents that the dimensions represented by (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) represent strategic vigilance in the best way, and the three dimensions expressing (strategic resilience,



creative culture, core capabilities) represent the sustainable competitive advantage in the best way, especially that confirmatory factor analysis is used to verify the availability of the condition of honesty in the items of the research variables that make up the research questionnaire. The researchers will rely on the (KMO) scale to prove that the studied sample size is suitable for the application of factor analysis

According to (Al-Khazraje, & Zahra, 2023), as it is concluded from Table (1) that the sample size studied is compatible with the application of the factor analysis method with high efficiency, as the scale value was greater than (0.5) for both strategic vigilance and sustained competitive advantage

Table 1. Statistical Test Data (KMO)

	The Variables	KMO	comment by the researchers
independent	The Strategic vigilance	0.762	The data of the statistical laboratory were significant, documenting that the sample size is compatible with the application of factor analysis to the research data
Dependent	Sustainable Competitive Advantage	0.827	

Source: output SPSS V.25

To verify the condition of the existence of significant correlations between the independent dimensions present in the strategic vigilance variable and the dimensions in the sustainable competitive advantage variable, through the application of the test (Bartlett Test), as it is inferred from Table (2) and through the data of statistical analysis that there is a significant correlation between (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) within the strategic vigilance, as well as a significant correlation between (strategic flexibility, creative culture, core capabilities) dedicated to sustainable competitive advantage. This is through the results documented by (the Bartlett Test) in Table (2).

Table 2. Data of the Bartlett Test

Variables	Calculated Chi-Square	P value
strategic vigilance	606,32	0.00
Sustainable Competitive Advantage	688.73	0.00

Source: output SPSS V.25

In evaluating the quality of the model's conformity, the researchers rely on a set of indicators of the quality of the model's conformity to show the conformity of the model developed by the researchers to the data obtained from distributing the questionnaires to the sample surveyed, as Table (3), Figure (2), and Figure (3) show and through the program data statistical analysis (Amos v25) and the results of the application of the factorial analysis method, the condition of honesty in the research questionnaire was fulfilled, confirming that the questionnaire with its twenty-eight

items and independent dimensions (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) and its dependent dimensions (strategic flexibility, creative culture, the core capabilities) represents the subject of the research expressing (the effect of strategic vigilance in achieving sustainable competitive advantage) in the best way.

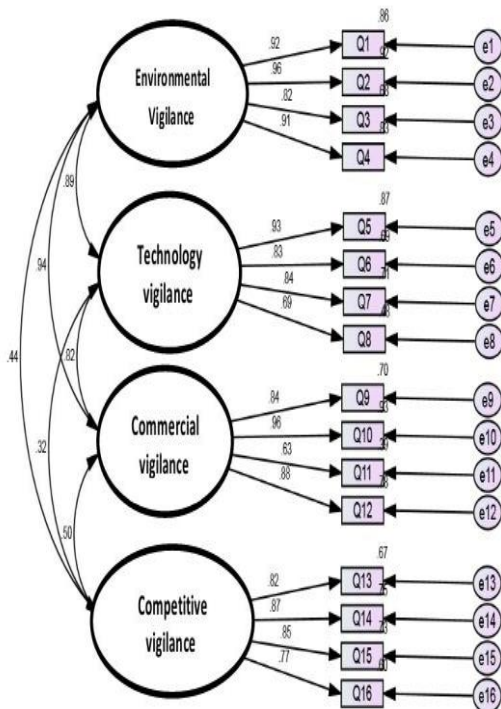


Figure 2. The confirmatory factor analysis of the strategic vigilance scale model

Source: output AMOS V.25

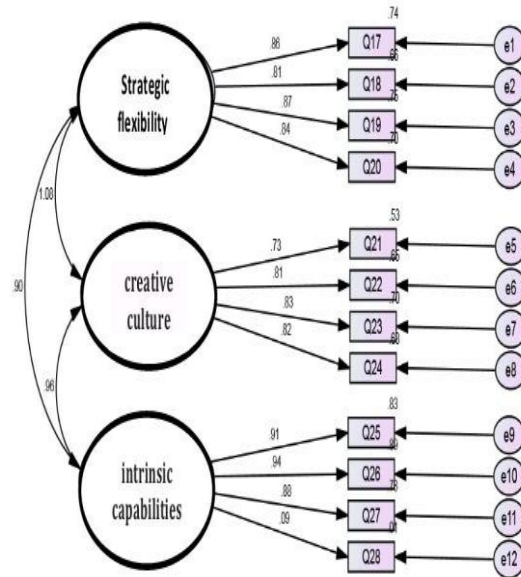


Figure 3. The confirmatory factor analysis of the sustainable competitive advantage scale model

Source: output AMOS V.25

Table 3. The results of the quality indicators of the model to measure the validity of the paragraphs on strategic vigilance and sustainable competitive advantage

Conformity indicators	Indicator value		Comment
	Strategic vigilance	sustainable competitive advantage	All the data were significant and valid
Chi-Square	3.285	3.285	
Root Mean Square Error Of Approximation (RMSEA)	0.071	0.077	the value indicator is less than 0.05, so the model fit
Normed Fit Index( NFI)	0.628	0.712	The value of the index is between zero and one.
Comparative Fit Index ( CFI )	0.701	0.779	The closer to one, the higher the Congruence
Incremental Fit Index (IFI)	0.716	0.791	
Tucker-Lewis Index ( TLI )	0.612	0.684	

Source: output SPSS V.25

To verify the availability of the stability condition in the questionnaire paragraphs, the researchers benefit from the method of stability coefficient (Cronbach's Alpha) to show the reliability of the data obtained from the research sample

Table 4. Stability test data

Study variables	Cronbach's Alpha	Stability coefficient
Strategic vigilance	0.846	High
Sustainable Competitive Advantage	0.833	High
Total	0.891	High

Source: output SPSS V.25

Table (5) Indicates that the weighted arithmetic mean value of strategic vigilance amounted to (4.22) which is greater than the value of the hypothetical mean, and the weighted arithmetic mean value of the independent variable within the category is between (4.2 to 5) in the matrix of individuals response strength. The sample, to establish that the level of importance of the sample's answers on all the items of strategic vigilance tended towards agreement at a very high level, with a standard deviation of (0.647), which shows the extent of homogeneity of the sample's answers regarding the items of strategic vigilance, and its relative importance constituted (84.45%), which shows that the agreement of most of the study sample members emphasized the importance of strategic vigilance in the organization under study. It is also evident from Table (5) that the levels of importance of the independent dimensions were distributed among

the highest level of response achieved by the independent dimension of commercial vigilance among the dimensions of strategic vigilance with relative importance that formed (86.80%) to confirm this agreement of most of the study sample members on the importance of commercial vigilance in strengthening strategic vigilance in the organization. The independent dimension of competitive vigilance achieved the lowest level of response among the dimensions of strategic vigilance with relative importance that formed (82.60%), to confirm that most of the study sample members agreed on an interest less than the desired by the management in the organization in the role of competitive vigilance in enhancing strategic vigilance

Table (5) Indicates that the weighted arithmetic mean value of the sustainable competitive advantage amounted to (3.74) which is greater than the hypothetical mean value, and the weighted arithmetic mean value of the dependent variable within the category was between (3.4 to less than (4.2) in a matrix of the strength of the response of the sample members. This establishes that the level of importance of the sample's answers to the total items of the sustainable competitive advantage tended towards agreement at a high level, with a standard deviation of (0.934), which shows the extent of homogeneity of the sample's answers regarding the paragraphs of sustainable competitive advantage, and its relative importance constituted (74.87%) which shows the agreement of more than two-thirds of the research sample on the importance of sustainable

competitive advantage in the organization under study. It is also evident from Table (5) that the levels of importance of the dependent dimensions have been distributed among the highest level of response achieved by the dependent dimension, strategic flexibility among the dimensions of sustainable competitive advantage with relative importance that formed (79.40%) to confirm that the agreement of most of the study sample members on the importance of strategic flexibility in enhancing the sustainable competitive advantage in the bank under study.

Table 5. The level of importance of the research variables

Variables	M.	St.D	%
Environmental vigilance	4.22	0.726	84.40
Technologic al vigilance	4.20	0.577	84
Commercial Vigilance	4.34	0.673	86.80
Competitive Vigilance	4.13	0.613	82.60
Strategic Vigilance	4.22	0.647	84.45
Strategic Flexibility	3.97	0.817	79.40
Creative Culture	3.76	0.998	75.20
Core Abilities	3.50	0.987	70
Sustainable competitive Advantage	3.74	0.934	74.87

Source: output SPSS V.25

Table (5) Indicates that the dependent dimension of core capabilities achieved the lowest level of response among the dimensions of sustainable competitive

advantage with relative importance that constituted (70%) to confirm that the agreement of most members of the study sample on the interest less than the desired by the management in the organization in the role of capabilities essential in enhancing sustainable competitive advantage

**Testing Hypothesis**

There is a statistically significant effect of strategic vigilance on the sustainable competitive advantage from which three secondary hypotheses emerge as follows:

There is a significant effect of statistical significance for the dimensions of strategic vigilance combined with strategic resilience.

There is a significant effect of statistical significance for the dimensions of strategic vigilance combined with the creative culture.

There is a significant effect of statistical significance for the dimensions of strategic vigilance combined with the core capabilities.

The results of the statistical analysis to test the hypotheses of the impact of strategic vigilance with its four dimensions on the sustainable competitive advantage in its

three dimensions were as follows:

Figure (4) and Table (6) document, and according to the outputs of the statistical analysis program Amos, the acceptance of the first secondary hypothesis with a confidence rate of (95%), through the application of the multiple linear regression analysis methods to show the impact of the dimensions of strategic vigilance combined on strategic flexibility, as the calculated F value reached ( 8.352), which is significant at the level of significance (0.05), and the

value of the coefficient of determination is R2 (62.6%), indicating the percentage of interpretation of (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) combined for the dependent dimension of strategic flexibility

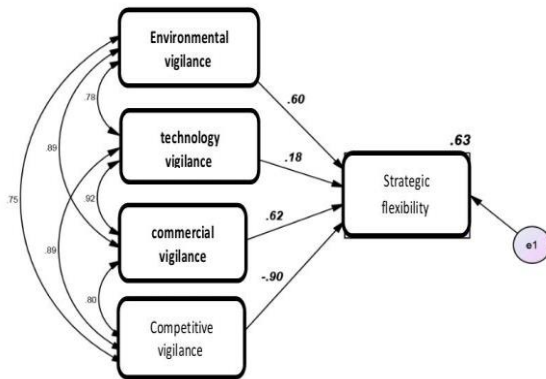


Figure 4. shows the combined effect of the dimensions of strategic vigilance on strategic resilience

Source: output AMOS V.25

Figure (5) and Table (6) indicate, according to the outputs of the statistical analysis program Amos, the acceptance of the second secondary hypothesis with a confidence rate of (95%), through the application of the multiple linear regression analysis methods to show the impact of the dimensions of strategic vigilance combined in creative culture, as the calculated value of F reached (8.463), which is significant at the level of significance (0.05), and the value of the coefficient of determination is R2 (62.9%), indicating the percentage of interpretation of (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) combined for the dependent dimension of creative

culture.

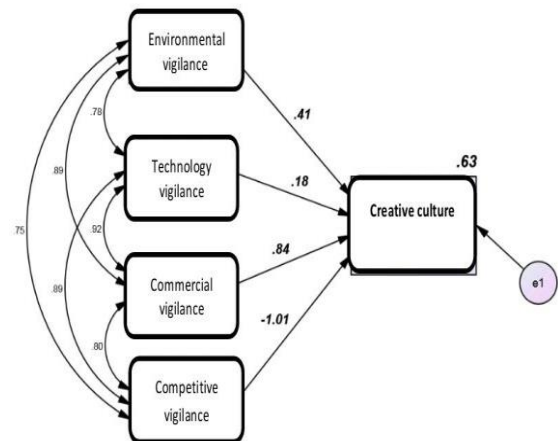


Figure 5. shows the effect of the dimensions combined of strategic vigilance on the creative culture

Source: output AMOS V.25

Figure (6) and Table (6) indicate, and according to the outputs of the statistical analysis program (Amos), the acceptance of the third secondary hypothesis with a confidence rate of (95%), through the application of the multiple linear regression analysis method to show the impact of the dimensions of strategic vigilance combined on the core capabilities. The calculated F value is (8.463), which is significant at the level of significance (0.05), and the value of the coefficient of determination is R2 (61.6%), which indicates the percentage of interpretation of (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) combined for the dependent dimension intrinsic capabilities.

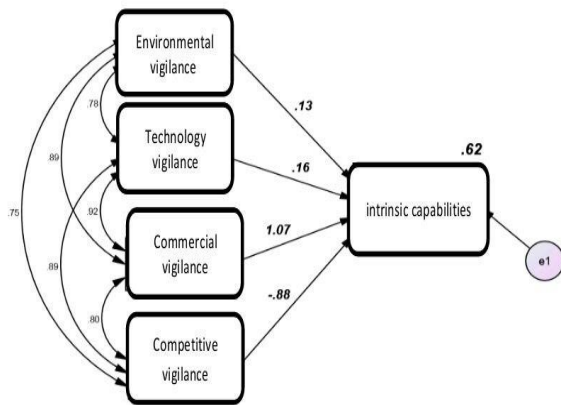


Figure 6. shows the effect of the dimensions of strategic vigilance combined on core capabilities

Source: output AMOS V.25

Figure (7) and Table (6) identify and according to the outputs of the Amos statistical analysis program, the main hypothesis was accepted with a confidence rate of (95%), through the application of the multiple linear regression analysis methods to show the impact of the dimensions of strategic vigilance combined on the sustainable competitive advantage, as the calculated value of F reached (10.489) and is significant at the level of significance (0.05), and the value of the coefficient of determination is R2 (68%), indicating the percentage of interpretation of (environmental vigilance, technological vigilance, commercial vigilance, competitive vigilance) combined for the dependent variable sustainable competitive advantage.

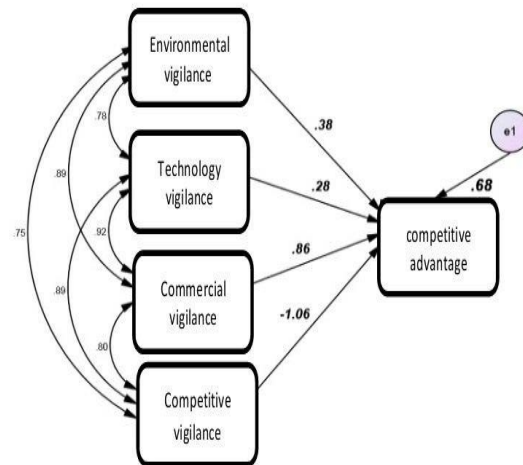


Figure 7. shows the combined effect of the dimensions of strategic vigilance on sustainable competitive advantage

Source: output AMOS V.25

It is inferred from the totality of the previous analysis and the data of the statistical tests that there is a significant effect of strategic vigilance on the sustainable competitive advantage of the bank under study.

Table 6. Results testing hypothesis

H	Variables	R2 %	F Test	Result
H2-1	EV SF	62.6 %	8.352	accepted with 95% confidence
H2-2	EV CC	62.9 %	8.463	accepted with 95% confidence
H2-3	EV CA	61.6 %	8.005	accepted with 95% confidence
H2	EV SC A	68%	10.489	accepted with 95% confidence
Sig.	0.00			

Source: output SPSS V.25

## CONCLUSION

In light of the field results and research information, the following conclusions can be drawn:

The results of the analysis showed that strategic vigilance has a clear impact on the sustainability of the competitive advantage of the bank under study, which means that it provides the management with realistic and proactive information about external developments and developments in the world of banking, and monitors threats from the environment surrounding the bank and prepares to confront them.

The bank's management focuses in its strategic thinking on the dimensions of vigilance in different ways according to the vigilance sequence (commercial, environmental, technological, and finally competitive vigilance). We conclude from this that the administration adopts the strategic approach based on the following: Determining the actual desires and needs of customers, keeping pace with the requirements of the beneficiaries of the bank's services, and striving to satisfy them. It has been found that there is a need to make greater efforts by following up on the aspects that indirectly affect the work of the bank in question, such as social, cultural, and political issues to create opportunities and reduce risks. And Being keen on facing the technological developments that occur in the banking service industry and providing the best electronic services to customers, such as a prepaid electronic card or updating payment services through its website, which facilitates and meets the aspirations of those who deal with it. And There

is prior knowledge about the trends and strategies of competing commercial banks, but it is not at the level of ambition.

Despite the provision of the appropriate ground for the dimensions of sustainable competitive advantage in the bank in question, there is a partial view of it, as the administration focuses its attention on strategic flexibility and creative culture, but the attention to core capabilities is not at the required level, and from this, we infer:

There is a response by the bank to the needs of its customers, i.e. an amendment in the characteristics of its products, the provision of a variety of banking services, and the provision of a variety of new and innovative implementation methods in line with the requirements of its beneficiaries.

There is a tendency to increase the bank's branches in the local markets in response to the growth and expansion of the total demand for its services.

It has been found that there is a need for more attention from the bank's management to its material resources, its organizational and administrative capacity, and the proper investment of those resources effectively.

## RECOMMENDATIONS

Based on the findings of the research, some recommendations were made, as follows:

The management of the bank should give the same importance to all dimensions of strategic vigilance, and that the focus should not be on one of its dimensions without the

others. That is, there should be a comprehensive view of it, because of its significant impact in achieving the sustainability of the sustainable competitive advantage of the bank in question, and it also requires paying the same attention to the dimensions of the sustainable competitive advantage and that there is a continuous evaluation of those dimensions.

The Banking Services Department should continue to pay attention and vigilance to what is going on around it to provide new banking services before its competitors, and to work on introducing improvements during the different stages of the life cycle of its services to sustain its advantage for a long time, and should discover the gaps that arise as a result of the existence of new needs for current or potential customers and exploiting them in new and more effective ways than those used in other banks.

Continuing to follow technological progress and technical development in the field of banking. This enables customers to obtain bank services and conduct banking transactions with ease and safety, by continuing to develop the bank's electronic distribution outlets and electronic payment systems.

It is necessary to increase the administration's interest in improving its material resources and developing its human resources through training and dispatching to courses inside and outside the country to increase their skills and

see the latest developments in the banking service industry and direct it towards the highest levels of beneficiaries' satisfaction.

It is also preferable that the bank in question follow up on all bulletins and reports issued by competing commercial banks to learn more about their strategies and performance to determine their strengths and weaknesses to anticipate them in investing the available opportunities and reduce competitive challenges.

Increasing the bank's endeavor to surpass the aspirations of its customers through the process of exchanging information using modern means in dealing with them, and receiving their suggestions and complaints, and that this process should be continuous and does not stop at a specific limit or stage, but rather with a strategic perspective aiming at developing the bank's present situation and developing its vision for the future.

The researchers believe that the administration must adopt the scientific method in encouraging workers to carry out studies and research in the field of the banking services industry, and this requires providing them with tools and means that facilitate the process of research and study for them, as well as creating a work environment that helps them to do so, which makes the bank ahead of other banks in providing everything new and innovative in the world of banking.

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