

THE EFFECT OF STRATEGIC VIGILANCE ON UNIVERSITY PERFORMANCE / AN APPLIED STUDY IN ANBAR UNIVERSITY

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ABSTRACT

The research aims to identify the extent of strategic vigilance prevailing in Anbar University and objective scientific investigation in order to develop proposed work mechanisms that will help the administration of the university in achieving its mission and the implementation of its main objectives, and in order to address the problem of research and implementation of the desired objectives, formulated a key hypothesis to test the relations between research variables There is a direct moral effect of strategic alertness through its dimensions in university performance. The research was applied to a sample of administrative leaders in Anbar University, which reached (104) respondents by answering a questionnaire used as a data collection tool. The research also reached a number of conclusions, the most important of which is that the administration of Al-Anbar University pays great attention to the development of its skills through the development opportunities available to it and the continuous training of all its staff, as well as the Department's understanding of the needs of teachers of continuous knowledge of the performance of the work assigned to them, as the university administration monitors competitors and their movements Through the process of environmental monitoring and directing centers of strength towards environmental opportunities and address their centers of weakness and to achieve the University to stay within the circle of competition to achieve competitive advantage.

Key words: vigilance strategy, university performance

FIRST: LITERARY REFERENCES

A: Strategic Alert: Transform the information obtained through environmental monitoring to detect and collect weak signals on opportunities and threats as accurately and as quickly as possible (Yamina, 2003: 6).

Dimensions of strategic vigilance:

- **Technological vigilance:** an information process that guides decision-making in technological innovation, and therefore the effectiveness of decision-making depends on the ability of the decision-maker to take good information in a timely manner (Ramangalahy.etal.214. 3).

- **Competitive vigilance:** It is the organization's activity to identify and know its current and potential competitors, the nature of their strategies and even their intentions and future projects. This is in order to anticipate any decision likely to hamper the organization's activity (Tamboura, 2008: 60).

- **Marketing vigilance:** also known as (commercial) as it means the process of research, processing and distribution of information on the markets of the organization, which follows the development in the market and follow-up consumer behavior and the introduction of new products (Centredoc.2003: 8).

• **Environmental Vigilance:** Also known as (oceanic or comprehensive), which is concerned with monitoring and monitoring economic, legal, cultural and demographic developments in a way that affects the activities of the Organization and its application is a difficult task for the Organization because of its attention to the wide aspect of the remaining environment related to all changes and events in the fields of the environment (Hussein, 29: 2015).

B - University performance: It is to adapt to changes and the establishment of integrated structures aimed at improving capacity through the integration of a set of strategies, processes and objectives with the core values of organizational culture and focus on leadership and management of human capital (Karnsondee, 2010: 9).

University Performance Dimensions:

• **Reduced cost and increase profits:** The cost of operational and administrative operations is reduced by efficient use of resources, and therefore the costs of services provided to students are reduced (Alanzi et al., 2009: 6). The increase in profits is not intended to focus only on money, but is a reflection to meet the needs of customers and better than competitors, and profitability means growth and exploitation of opportunities and sustainability of the organization in the long run. (Ayesh, 2008: 46)

• **Quality improvement:** Quality is improved through concerted efforts between management and staff, which can only be achieved through the involvement of workers in the development process, creating an appropriate environment, reducing waste of time and effort, and reducing processes that do not differ in value (Al-Qaisi, 2013: 7).

• **Scientific Research:** Scientific research is an important modern tool that has its rules, foundations and material and human requirements, which should be provided in order to achieve practical results and contribute to the development and development of society through the diagnosis of problems faced by the community and the development of appropriate solutions. (Al-Zatma, 2011: 65).

• **Community Service:** the University 's contribution to the provision of patents, consulting and transfer of technology to the industry and the establishment and contribution of conferences, and the organization of continuous learning workshops. (Ghalib & Alem, 2008: 181).

SECOND: RESEARCH METHODOLOGY

1 - Research Problem:

The environment today is characterized by sudden changes and rapid changes. This is the result of the rapid and rapid development of knowledge and technology. It has been noted in the last decade developments in the techniques, means and methods of new education and the quality of performance and services provided and the way they are provided, as the circumstances necessitated universities in Iraq to face and develop appropriate solutions for them began to pour more attention to ways of thinking and policy. It requires universities to raise the level of university performance and this is achieved only by providing the appropriate environment to expand the knowledge of the university administration and the university professor and society and the continuous development of the curriculum, to ensure the growth of excellence and creative ability in the service provided, so now It is imperative for the university administration to be vigilant when developing its strategy to be supportive and effective, because the strategic vigilance deals with the environment proactively, and because the colleges in the university is responsible for translating its plans and objectives into reality reflected and harmful Rh on the quality of university performance, as bears colleges affiliated to the university administration bear the greatest burden in building the reputation of the university.

Research hypotheses:

Test the main hypothesis of the research: This main hypothesis of the research stipulated that strategic vigilance affects its dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) significantly statistically significant in the dimensions of university

performance, including the following four hypotheses emerge:

A- The first sub-hypothesis: the strategic vigilance of its dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) has a statistically significant effect on diminishing costs and increasing profits.

B- The second sub-hypothesis: strategic vigilance in its dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) has a statistically significant effect on the dimension of quality improvement.

C - the third sub-hypothesis: strategic alertness dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) have a statistically significant impact on the dimension of scientific research.

D. Sub-hypothesis 4: Strategic alertness (technological alertness, competitive alertness, marketing alertness, environmental alertness) affects statistically significant significance in the dimension of community service.

3 - Research tools

For the purpose of collecting information and data to complete the current research, the researcher relied on the questionnaire, as it is the main means for this purpose, as it was designed based on Arab and foreign sources. According to the weights and values (5, 4, 3, 2, 1), the research variables questions (strategic vigilance, university performance) were presented to The research sample included (33) paragraphs, was divided into (17) for variables strategic alertness, and (16) Paragraph of the variables of university performance, and Table (1) shows the most important sources and studies on which to build the paragraphs of the questionnaire for the current research.

Table (1) shows the main and sub dimensions of the research and its paragraphs and the approved scale

Source	Number of questions	Sub variable	The main variable
(Tamboura,2007) (Nasira, 2010)	4	Technological alertness	Strategic alertness
	4	Competitive vigilance	
	4	Marketing vigilance	
	5	Environmental vigilance	
Source	Number of questions	Sub variable	The main variable
(Al-Enezi et al., 2009) (Al-Qaisi, 2013)	4	Reduce your cost and increase profits	University performance
	4	Improve quality	
	4	Scientific research	
	4	Community Service	

Table (2) the results of the internal consistency test of the research scale

Coefficient of Alpha Kronbach scale	Coefficient of Alpha Cronbach Dimensions	Scale
.906	Strategic vigilance	
	.908	Technological vigilance
	.919	Competitive vigilance
	.904	Marketing vigilance
	.901	Environmental vigilance
	University performance	
	.901	Reduce costs and increase profits
	.908	Improve quality
	.904	Scientific research
	.898	Community Service

THIRD: DATA ANALYSIS

Table (3) shows that after the marketing vigilance achieved the highest relative importance and then followed by both the competitive vigilance and technological vigilance and then ranked last after the environmental vigilance in terms of relative importance and the levels of response are all moderate and thus shows that the university administration according What was stipulated in the sample answers was marketing vigilance, which was to monitor the market effectively to reduce the discrepancies between the requirements of the customer and the services provided. The Soul.

Table 3: Descriptive statistics results for the dimensions of the strategic alertness variable

Relative importance	Level of answer	Coefficient of variation	standard deviation	Arithmetic mean	Descriptive statistics	Seq
					The dimension	
3	Moderate	0.2256	0.732	3.247	Technological vigilance	1
2	Moderate	0.2254	0.731	3.245	Competitive vigilance	2
1	Moderate	0.1978	0.650	3.28	Marketing vigilance	3
4	Moderate	0.233	0.701	3	Environmental vigilance	4

After presenting and discussing the analysis of the four dimensions of the community service variable at the level of its expressed paragraphs, the analysis is now conducted and at the level of the same dimensions and comparing them in terms of the statistical description of those dimensions, which is shown in Table (4), which shows that after reducing costs and increase profits have achieved higher Relative importance followed respectively by both scientific research and quality improvement and then finally after serving the community in terms of relative importance and moderate response levels except after high quality improvement.

Table (4) Results of Descriptive Statistics for Dimensions of University Performance Variable

Relative importance	Level of answer	Coefficient of variation	standard deviation	Arithmetic mean	Descriptive statistics Paragraphs	Seq
1	Moderate	0.18	0.625	3.36	Reduce your cost and increase profits	1
3	Moderate	0.21	0.729	3.43	Improve quality	2
2	Moderate	0.20	0.622	3.08	Scientific research	3
4	Moderate	0.22	0.701	3.12	Community Service	4

1: Content validity and virtual validity: The standards used in this research were presented to a group of professors with competence, with the aim of taking their opinions as arbitrators of paragraphs in terms of their representation of the expressed dimensions, or the extent to which they were able to measure what they were originally designed, in terms of correction, or Amendment or deletion of language versions in line with the original text in the English language from which the scale used in this research has been translated. The validity of the content has also been tested by the structural validity of the exploratory and assertive scale, and then the internal consistency of the paragraphs and dimensions measured with MI alpha Cronbach.

2: Honesty Exploratory construct of the scale: Exploratory Factor Analysis, EFA is used to find out whether there is a need to delete or reduce some paragraphs of the modified scale and translated in some of its paragraphs by resorting to the method of basic components (analysis) and implemented using The statistical program (SPSS.24) aims to identify items that may be inconsistent with the scale structure, which requires verification of the sample adequacy requirement using the Kaiser-Meyer-Olin, KMO standard, which measures the reliability of these types of analysis, and is acceptable when it exceeds (.50) to the extent of its approximation to the one (1), in addition to recall The test (Bartlett) to make sure that there is no zero and correlation coefficients associated with Bmanoah values (Chi-Square) and as shown in the table (5).

Table 5: Sample Adequacy Test Results and Exploratory Factor Analysis

Bartlett Test	KMO	Dimensions
$\chi^2= 49.750, df=14, P=.000$.772	Technological alertness
$\chi^2= 34.385, df=13, P=.001$.645	Competitive vigilance
$\chi^2= 54.577, df=13, P=.000$.818	Marketing vigilance
$\chi^2= 50.731, df=17, P=.000$.837	Environmental vigilance
$\chi^2= 34.462, df=11, P=.000$.847	Reduce costs and increase profits
$\chi^2= 34.385, df=13, P=.001$.773	Improve quality

$\chi^2= 60.500, df=13, P=.000$.819	Scientific research
$\chi^2= 60.135, df=14, P=.000$.868	Community Service

3: Validation of Confirmation Structure: The CFA test is used to determine the extent of conformity of the measurement paragraphs and their dimensions with their theoretical structure. This type of analysis is represented by modeling the structural or structural equation implemented through AMOS 23 statistical program. Assertion through the conformity quality index using Chi-Square value to the degree of freedom (df), which should not exceed (5) and the results proved for the eight dimensions expressing the main variables of the research which are detailed in Figures (1) and (2) below. Respectively, including the saturation coefficients and dimensions of the paragraphs, which should be Approx. (40%) and above as another indicator of conformity quality used in this research.

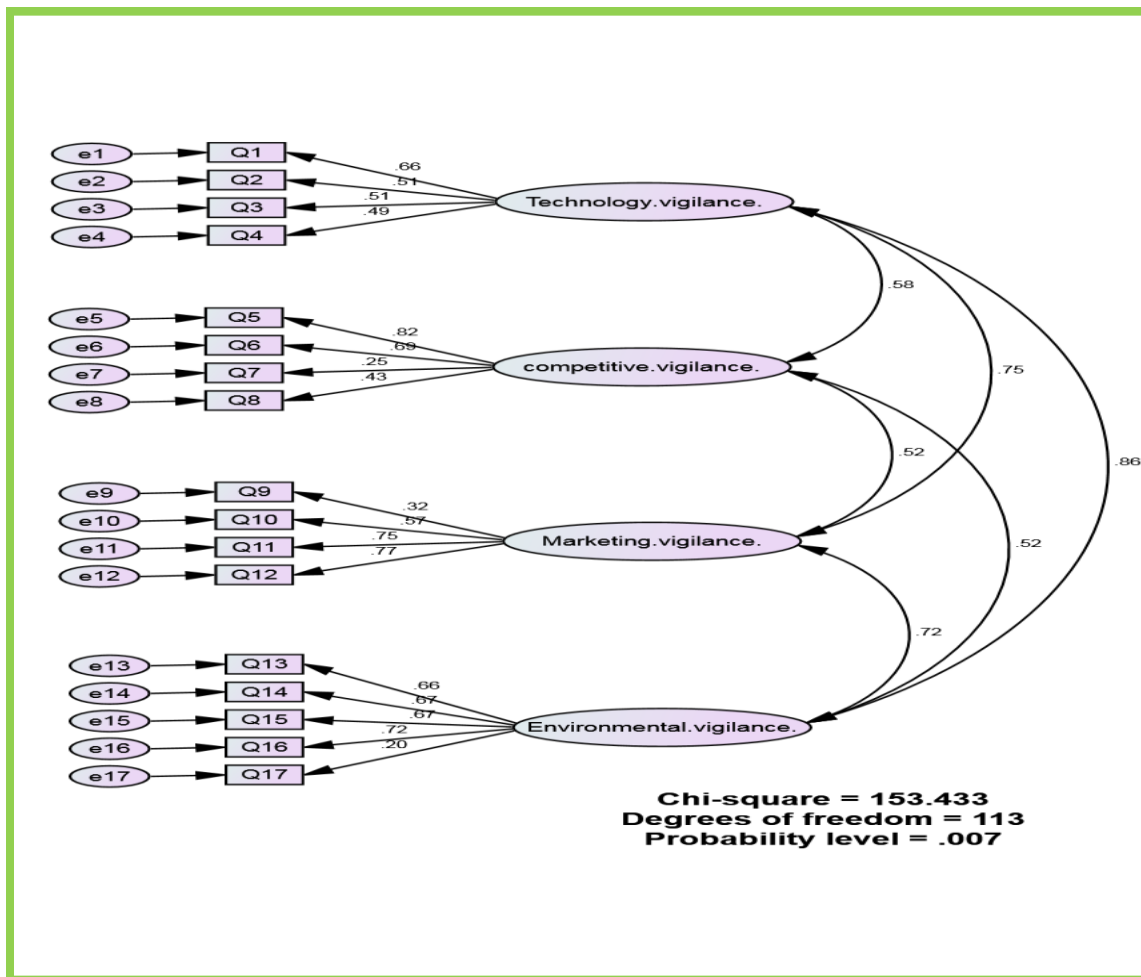


Figure 1: The constructive validity of the strategic alertness scale

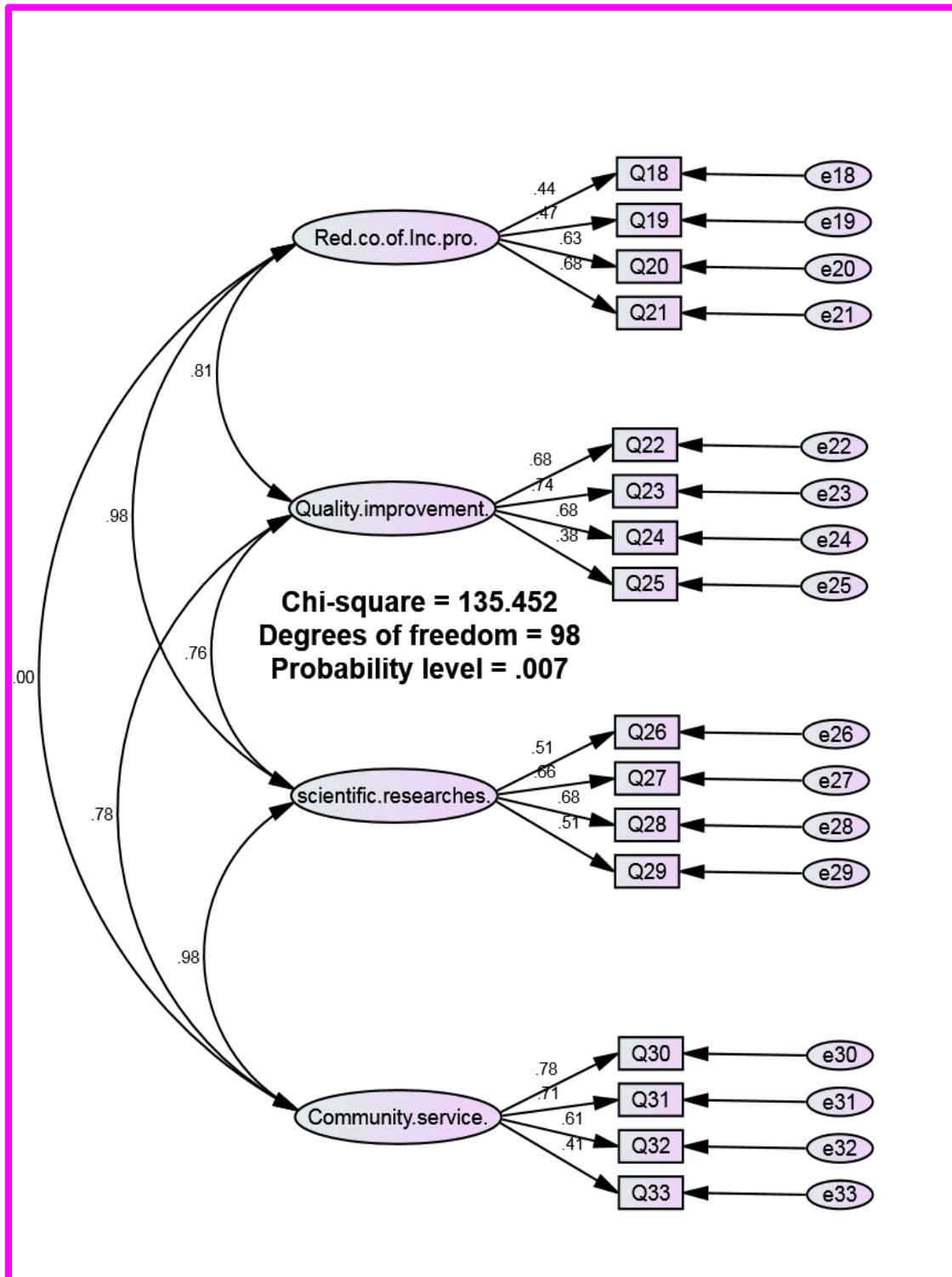


Figure (2) Confirming constructive validity of the measure of university performance

The correlation matrix between the dimensions of the search variables: Before starting the process of testing the hypotheses of this research, testing hypotheses requires the preparation of a correlation matrix between the search variables and the level of dimensions expressed as shown in Table (6), the purpose is to ensure that there are no high correlation coefficients (0.7 ratio exceeds) between the dimensions of the independent variables and for the purpose of ascertaining also the significance of the correlation coefficients between the dimensions, and through that table shows the existence of direct correlation coefficients between the dimensions of the independent variable on the one hand and the dimensions of the adopted variable on the other.

Table (6) correlation matrix between the dimensions of the search variables

8	7	6	5	4	3	2	1	Dimensions	
.631**	.581**	.484**	.576**	.619**	.574**	.479**	1	Pearson Link	Technological alertness
0.000	0.000	0.000	0.000	0.000	0.000	0.000		The moral of the parameter	
.467**	.438**	.466**	.473**	.458**	.463**	1	.479**	Pearson Link	Competitive vigilance
0.000	0.000	0.000	0.000	0.000	0.000		0.000	The moral of the parameter	
.658**	.639**	.600**	.656**	.617**	1	.463**	.574**	Pearson Link	Marketing vigilance
0.000	0.000	0.000	0.000	0.000		0.000	0.000	The moral of the parameter	
.738**	.625**	.595**	.660**	1	.617**	.458**	.619**	Pearson Link	Environmental vigilance
0.000	0.000	0.000	0.000		0.000	0.000	0.000	The moral of the parameter	
.707**	.672**	.634**	1	.660**	.656**	.473**	.576**	Pearson Link	Reduce costs and increase
0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	The moral of the parameter	
.610**	.558**	1	.634**	.595**	.600**	.466**	.484**	Pearson Link	Improve quality
0.000	0.000		0.000	0.000	0.000	0.000	0.000	The moral of the parameter	
.687**	1	.558**	.672**	.625**	.639**	.438**	.581**	Pearson Link	Scientific research
0.000		0.000	0.000	0.000	0.000	0.000	0.000	The moral of the parameter	
1	.687**	.610**	.707**	.738**	.658**	.467**	.631**	Pearson Link	Community Service
	0.000	0.000	0.000	0.000	0.000	0.000	0.000	The moral of the parameter	

- Test research hypotheses

The first sub-hypothesis: In table (7) of the results of the relationship test provided for this hypothesis, the significance of the effect after the technological awakening is shown (β , $P = 0.04$). ($.000 = 0.000$) and after environmental vigilance ($P = 0.001, 3232$). In the dimension of cost reduction and profit increase as the first dimension of the adopted variable of university performance, the competitive dimension of vigilance did not have a statistically significant effect in this relationship ($11, P > 0.05 = \beta$), but the explanatory power of the model expressed by the coefficient of interpretation was ($R^2 = .56$) with a statistically significant ($P = 0.000$), that is, (56%) of the variance after reducing costs and increasing profits is explained by the technological dimensions, marketing vigilance and environmental vigilance. In this hypothesis.

Morale test model P	Counting Test Sample F	Factor Explanation R2	The moral of the parameter .Sig	Counting Test Teacher T	Teacher Regression β	indicators
						Statistical Tracks Regression (hypotheses)
.000	21.433	.46	.724	.354	.04	Technological alertness <--- Quality improvement
			.006	2.856	.163	Competitive vigilance <--- Quality improvement
			.002	3.167	.32	Marketing vigilance <--- Quality improvement
			.004	2.927	.303	Environmental vigilance <--- Quality improvement

Table (7) The results of the test of the first sub-hypothesis of the main hypothesis

The second sub-hypothesis: Table (8) of the results of the test of the second sub-hypothesis of this research, which shows the significance of the effect of the dimensions of competitive alertness ($\beta = .16, P < 0.05$) and after marketing alertness with a stronger effect of the beta factor ($.32, P < 0.01$). After environmental alertness ($\beta = 0.01, P < .303$) in the second dimension of the adopted variable of quality improvement, the technological wake dimension had no significant effect in the second hypothesis testing model ($.004, P > 0.05 = \beta$). As for the explanatory power of the model in which the determination coefficient ($R^2 = .46$) was statistically significant ($P = 0.000$), meaning that (46%) of the variation of quality improvement was subject to The dimensions of competitive vigilance, marketing vigilance and environmental vigilance, as well as the remaining 54% variance not explained by the coefficient of determination, are also attributed to other variables that were not in the current research interests.

Morale test model P	Counting Test Sample F	Factor Explanation R2	The moral of the parameter .Sig	Counting Test Teacher T	Teacher Regression B	Indicators Statistical Tracks (Regression (hypotheses
.000	31.294	.56	.04	2.073	.14	Technological vigilance <--- reduce costs and increase profits
			.181	1.347	.11	Competitive vigilance <--- reduce costs and increase profits
			.000	3.620	.33	Marketing vigilance <--- reduce costs and increase profits
			.001	3.448	.32	Environmental vigilance <--- reduce costs and increase profits

Table 8 Test results of the second sub-hypothesis of the main hypothesis

The third sub-hypothesis: The results of the test of the third sub-hypothesis detailed in Table (9) showed the significance of the three-dimensional effect, respectively, both technological dimension of alertness ($\beta = .19, P = 0.049$), and after marketing alert with the strongest effect ($\beta = .33, P = 0.001$). In the third dimension of university performance, which is the dimension of scientific research, the relationship was not significant for the competitive dimension ($\beta = .07, P > 0.05 = 0.27$). After scientific research, the explanatory power of the model was determined by the coefficient of determination ($R^2 = .52$) with statistically significant significance ($P = 0.000$), which confirms that (52%) of the variance B D scientific research interpreted three dimensions of strategic vigilance, while the rest of the variation unexplained coefficient of determination, may be due to other factors that did not include the concerns of current research.

Table (9): Results of testing the third sub-hypothesis of the main hypothesis

The fourth sub-hypothesis: The results of the test of the fourth sub-hypothesis shown in table (10) confirmed the

Morale test model P	Counting Test Sample F	Factor Explanation R2	The moral of the parameter Sig	Counting Test Teacher T	Teacher Regression β	indicators Statistical Tracks (Regression (hypotheses
.000	27.01	.52	.049	1.997	.19	Technological Vigilance <--- Scientific Research
			.408	0.832	.07	Competitive vigilance <--- Scientific research
			.001	3.495	.33	Marketing Vigilance<--- Scientific research
			.007	2.447	.27	Environmental Vigilance<--- Scientific research

significance of the effect after the technological wakefulness ($19P = 0.028, 19$), and after the marketing vigilance ($25P$

= 0.001, 25) and after the strongest environmental alertness. 44 = $\beta P = 0.000$,) in the fourth dimension of the explanatory variable of community service at the university in question, while the results of the impact test after competitive awakening ($.04, P > 0.05 = \beta$) were not significant in the dimension of community service in terms of The explanatory power of the model according to the coefficient of determination was ($R^2 = .64$) with a statistically significant significance ($P = 0.000$), ie, 64% of the variation of the service. Society as the fourth dimension of the dimensions of university performance interpreted after technological alertness and after marketing alertness and environmental alertness without after the competitive alertness, and the remaining contrast ratio (36%) coefficient of indetermination, related to other variables outside the limits of the interests of the current research and therefore not included in the model of this test .

Table (10): Results of testing the fourth hypothesis of the main hypothesis

FOURTH: CONCLUSIONS AND RECOMMENDATIONS

The issues of strategic vigilance in the presidency of the University of Anbar received a wide attention in all its

Morale test model P	Counting Test Sample F	Factor Explanation R2	The moral of the parameter Sig	Counting Test Teacher T	Teacher Regression β	indicators
						Statistical Tracks Regression (hypotheses)
.000	43.225	.64	.028	2.226	.19	Technological Vigilance <--- Community Service
			.40	0.829	.06	Competitive Vigilance <--- Community Service
			.001	3.057	.25	Marketing vigilance <--- Community Service
			.000	5.156	.44	Environmental Vigilance <--- Community Service

details, and the university administration pays great attention to the development of its skills through the development opportunities available to them and the continuous training of all staff, and the university administration monitors competitors and their movements through the process of environmental monitoring and guidance centers of power towards environmental opportunities and address It has a role in minimizing the gap between its services and the actual needs of its customers, and is keen to keep pace with cultural changes. The beliefs of the community and provide them with services in line with these changes.

The researcher reached a number of recommendations, the most important of which is to identify the level of strategic vigilance prevailing at Anbar University level by evaluating the level of university performance through the view of administrative leaders, and continuing to provide commitment to the administrative and teaching bodies as well as senior leaders in the university to apply the quality standards of performance that are beginning College and University, and work to provide the College with the necessary and necessary requirements such as: - Health Center / Internet Intranet / sports clubs and school supplies at the beginning of the academic year and etc., and the provision of universities development programs Of professional and continuing trustees and sharing faculty members at the

college and university level, and to motivate faculty and senior leaders through scientific conferences and symposia held in order to benefit well and in Wasit within the scope of the university.

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