
THE IMPACT OF STRATEGIC VIGILANCE ON ACHIEVING ORGANIZATIONAL AGILITY: AN EXPLORATORY STUDY OF A SAMPLE OF ADMINISTRATIVE LEADERS AND FACULTY MEMBERS IN A GROUP OF IRAQI UNIVERSITIES

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Abstract

In consideration of the significant changes being experienced in the academic environment, there is an urgent need to adopt modern administrative practices to ensure organizational survival and responsiveness. Therefore, the purpose of this research was to examine the role of strategic vigilance, technological, competitive, and environmental in improving organizational agility, organizational responsiveness, flexibility, and speed, as perceived by a sample group of universities. A descriptive-analytical method was used, and an electronic questionnaire was used to reach a group of respondents, consisting of (181) members, working in Iraqi universities.

The findings using Statistical Analysis revealed a high perception level of research variables, with "Technological Vigilance" being the highest practiced, followed by a low level of "Organizational Speed," which indicates the presence of procedural barriers affecting organizational velocity. Additionally, the findings revealed a strong positive correlation between the variables, which is 0.739, and the significant influence of strategic vigilance on organizational agility, which is 54.7%. The scientific value of this research is reflected in the formulation of a statistical model linking environmental scanning with procedural flexibility. The research also recommended restructuring bureaucratic structures to improve organizational responsiveness and investing more in AI systems to support organizational vigilance.

Keywords: Strategic Vigilance, Organizational Agility, Technological Vigilance, Higher Education Institutions, Academic Management.

Introduction

The major changes that the business world is witnessing, especially in the direction of governance, digitalization, and the use of artificial intelligence, all of which have put universities in front of a new challenge that requires re-establishing the management philosophy to keep pace with developments in the same sector and to give them the ability to compete [1]. The traditional approaches to strategic thinking would not be adequate to ensure organizational success in the present environment thus, it is imperative for the organizations to adopt the concepts of strategic thinking and management that are more adaptive and responsive to the changing business environment [2].

Among the managerial concepts of the present world Strategic Vigilance is considered to be the most critical concept which enables the organizations to sense the concept of "weak signals" as opportunities to reduce the uncertainty of the business environment [3]. The existence of an advanced vigilance system with the integration of (Technological, Competitive, and Environmental vigilance) is considered to be critical to the existence of the organization, which is the basis of the formulation of Organizational Agility the dynamic organizational capability to adapt to the business environment to execute critical organizational decisions [4].

Though the connection between vigilance and agility is considered to be an intellectual exercise, the study is compelled to focus on the connection due to the necessities of the Iraqi academic environment dedicated to the attainment of quality and accreditation standards. This study aims to propose a framework through which the connection can be made to demonstrate how strategic vigilance can be the primary catalyst to organizational agility in the academic organizations under study [5].

Chapter One: Scientific Methodology

1.1. Statement of the Problem

The modern academic institutions encounter the reality of fast-paced environmental changes, which are the aftermath of digital evolution and the development of Artificial Intelligence technologies. In such a reality, stability has become a barrier to development [1]. The research problem, as presented, consists in the fact that a considerable number of academic institutions operate their administration systems, which do not offer the possibility for Strategic Vigilance. In such a reality, "strategic blindness" occurs [2].

The absence of Strategic Vigilance leads to the negative consequences for Organizational Agility, since the management of the academic institution is not able to respond to the changing requirements. In such a reality, stagnation occurs, and the academic institution loses the competitive opportunities for development [6]. The research problem, from the researcher's point of view, does not consist in the lack of information, but rather in the absence of "strategic sensors" to interpret the received information before the crisis occurs.

The research problem may be formulated in the following way:

"What is the role of Strategic Vigilance in the achievement of Organizational Agility in the investigated institution?"

1.2. Significance of the Study

The importance of the present study is highlighted in its quest to bridge the gap in the administrative literature, especially those related to the academic environment, where this importance is manifested in two points:

A. **Theoretical Significance:** The added value of this research is evident in its ability to bridge the knowledge gap between two concepts that are considered to be the main pillars of the contemporary circuit. The researcher was keen to build a theoretical basis capable of explaining the possibility of mindfulness to act as an engine or information fuel that feeds the university's ability to be agile. In the researcher's view, this is a research track that still requires investigation in the regional environment [7]. The study sought to employ global norms and theories of dynamic capabilities to explain the process of structured change and how it can be transformed into a flexible and effective response within the organization [8].

B. **Practical Significance:** As for the practical aspect, the importance of this study is highlighted as it provides the senior leaders in Iraqi universities with a scientific roadmap that enables them to sense the reality of the environment in which they work with high accuracy, and the study seeks to shed light on the university administration to show how strategic vigilance can transform from a narrative theoretical concept to a (procedural engine) that streamlines administrative paths and accelerates their response, and it is clear that the ultimate goal is to enhance organizational agility within Iraqi academic institutions in a way that enables them to reach to an advanced position among the universities of developed countries.

1.3. Research Objectives

Based on the research question and the proposed hypothetical scheme, this study seeks to achieve the objectives outlined below:

a. **Diagnosing the (current) field reality based on a study [9]** It is necessary to identify which of the dimensions of strategic vigilance (competitive, technological, environmental) represents the main pillar of the orientations of Iraqi universities in their practice of this variable.

b. **Drawing Scientific Boundaries:** As he argues in his study, the latest academic studies and international standards in this field should be interrogated, in order to formulate a comprehensive and contemporary intellectual framework that combines the two variables of study.

c. **Measuring the pulse of organizational agility:** This is done by assessing the level of organizational flexibility or agility as envisioned and applied by the competent administrators as well as faculty members. Compare them with the university's actual ability to respond in real time and the accompanying flexibility in administrative procedures.

d. **Analyzing Correlation and Impact:** The statistical analysis of the correlation between the variables of Strategic Vigilance and Organizational Agility, along with the impact of the first variable on the promotion of the second in the academic environment [10].

e. **Proposing Strategic Recommendations:** The provision of a set of practical recommendations to the university leaders according to the research results, aiming to simplify the administration and improve the survival rate in a dynamic environment.

1.4. Research Conceptual Framework

The above model demonstrates the functional relationship between these variables. As can be seen from the proposed model in Figure 1 below, this study will follow this structure:

1- Independent Variable: Strategic Vigilance

Strategic Vigilance will be measured through three dimensions according to [11]:

- Technological Vigilance: Monitoring advancements in digital and AI technologies.
- Competitive Vigilance: Monitoring peer universities' strategies and performance.
- Environmental Vigilance: Monitoring changes in the socio-economic and labor environments.

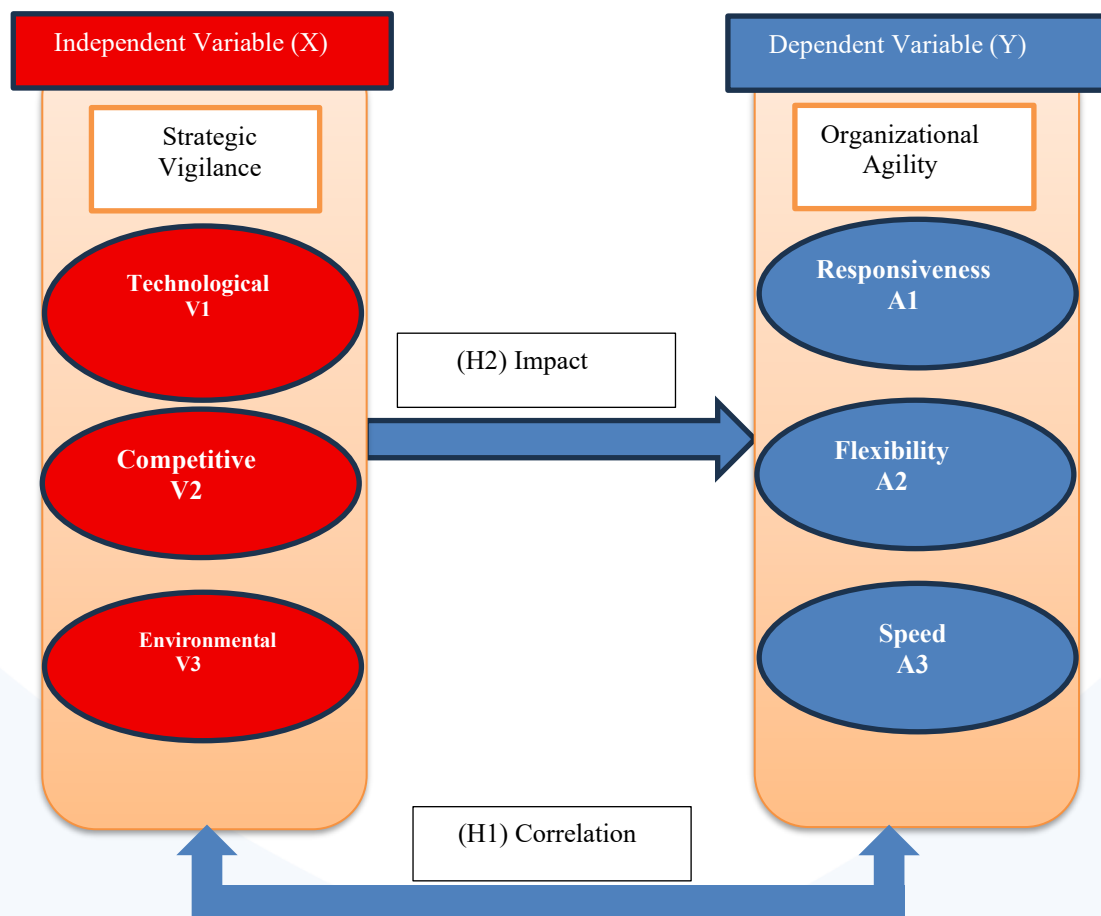
2- Dependent Variable: Organizational Agility

The dependent variable will be measured through three dimensions according to [12]:

- Responsiveness: The ability to launch proactive actions.
- Flexibility: The ability to adapt internal processes to changes.
- Speed: The rate of movement from decision-making to execution.

3- The Hypothetical Model

Figure 1 below is a schematic diagram of the proposed impact of Strategic Vigilance on Organizational Agility and demonstrates that a strong ability to sense will propel movement for survival in academia.



1.5. Research Hypotheses

On the basis of the research problem and objectives, the study aims to test the hypotheses at a significance level of ($\alpha \leq 0.05$). The hypotheses include the following:

1- Main Hypothesis 1 (H1) - Correlation

There is a statistically significant positive correlation between Strategic Vigilance and Organizational Agility [13]. The study further aims to test the following sub-hypotheses:

- H1.a: There is a significant correlation between Technological Vigilance and Organizational Agility.
- H1.b: There is a significant correlation between Competitive Vigilance and Organizational Agility.
- H1.c: There is a significant correlation between Environmental Vigilance and Organizational Agility.

2- Main Hypothesis 2 (H2) - Impact

Strategic Vigilance has a statistically significant positive impact on the achievement of Organizational Agility. The study further aims to test the following sub-hypotheses:

- H2.a: Technological Vigilance has a significant impact on the achievement of Organizational Agility.
- H2.b: Competitive Vigilance has a significant impact on the achievement of Organizational Agility.
- H2.c: Environmental Vigilance has a significant impact on the achievement of Organizational Agility.

1.6. Research Population and Sample

The research target population includes the administrative leaders and the faculty members within the study's Iraqi universities. In order to ensure the reliability of the statistical analysis, a purposive sample of (181) respondents was chosen. The data collection process involved the use of a structured questionnaire, which was electronically presented to the participants. The purpose of the sample is to be diverse and comprehensive in terms of the academic ranks and the number of years of experience, in order to obtain a comprehensive view of the perception of the policies related to vigilance and agility [14], [15].

1.7. Statistical Methods

In order to achieve the objectives set out in the research and test the hypotheses formulated, the data was processed using the Statistical Package for Social Sciences (SPSS) with the following tools being used:

- a. Descriptive Statistics: Arithmetic Means, Standard Deviations, and Relative Weights to diagnose the levels of implementation of the research variables.
- b. Cronbach's Alpha: to check the reliability of the research instrument.
- c. Pearson Correlation Coefficient: to check the intensity and direction of the relationship between the variables (Testing H1).
- d. Multiple regression analysis: In order to measure the effect of the dimensions of the independent variable (strategic vigilance) on the dependent variable (organizational

flexibility) and to verify the efficiency of the hypothetical model and its predictability of the variables that occur in the agility of the academic institution (test of the second main hypothesis).

Chapter Two: Theoretical Framework

2.1. Strategic Vigilance: Theoretical Foundation

It is worth mentioning that the concept of strategic vigilance did not emerge as an administrative welfare, but came to address future problems, as strategic vigilance represents the insightful eye for institutions in general and for the university in particular, as it has arisen from the necessities of environmental uncertainty that control universities in light of the great developments taking place in the academic field, such as (changing labor market requirements, the emergence of artificial intelligence, and the issuance of recent ministerial instructions)

2.1.1. Concept and Intellectual Evolution

It is worth mentioning that the intellectual roots of this term (strategic vigilance) date back to the 1980s and 1990s, where its first appearance was in the French administrative literature and traditions, as [6] sees that it laid the methodological foundations through which organizations can exploit microdata and turn it into strategic intelligence that helps management in the most effective decision-making process. [7] Strategic Vigilance is defined as an organized and continuous collective process within an organization that monitors, senses, and interprets ambiguous signals in order to anticipate changes before they take shape. As far as academic institutions are concerned, it is seen as the "institutional radar" by which universities are able to sense changes in the technological and competitive environment, thereby gaining a proactive edge over more traditional approaches to planning.

2.1.2. Significance of Strategic Vigilance in Academic Institutions

The significance of strategic vigilance in the context of higher learning institutions lies in its ability:

1. To Overcome Strategic Blindness: To sense latent threats that could result in curriculum obsolescence or a fall in the scientific standing of the university.
2. To Capture Digital Opportunities: To sense the trends of modern Artificial Intelligence and digital revolution in order to integrate them into the operations of the educational institution.
3. Enhance Competitive Positioning: This is done by sensing the changes in the comprehensive academic environment of competing universities and working proactively in order to achieve competitive advantage in the academic field, such as (the creation of scientific departments).

2.1.3. Dimensions of Strategic Vigilance

In this research, the three dimensions proposed by [9] were relied upon, as these dimensions are considered sensory sensors or for the university to sense the external environment and receive potential change signals.

a. **Technological Vigilance:** This dimension is concerned with monitoring and keeping pace with technological developments that are at the core of the education process, such as (modernization of education curricula, development of digital infrastructure, technological twinning etc.).

b. **Competitive Vigilance:** This dimension focuses mainly on monitoring the educational environment of competing universities in the sector (education, development, classification, scientific research...).

c. **Environmental Vigilance:** It refers to how quickly it responds to changes in legal legislation, ministerial instructions and labor market requirements

Researcher's Perspective

The researcher's vision is that strategic vigilance is an administrative necessity that must be taken care of in academic institutions and not a welfare, as it (strategic vigilance) is an inevitable warning system and it is a sensor of insanely accelerated changes, especially in the digital fields, and that the university that does not have these sensors will lag behind its counterparts in the education sector. In effect vigilance is the "organizational brain" that detects threats before they materialize, and the "informational fuel" for organizational agility.

2.2. Organizational Agility: Philosophical and Managerial Foundations

Organizational agility has moved from being an imperative for organizations in the manufacturing sector to a fundamental business imperative for organizations in the highly volatile academic sector.

2.2.1. Concept and Philosophical Foundations

The concept of organizational agility was conceived as an imperative necessity for coping with turbulent business environments. Its etymological origins lie in the manufacturing sector in the early 1990s before it was fully conceptualized as a comprehensive business imperative. Agility is defined as the "institutional capability to sense environmental changes and respond flexibly and rapidly by reconfiguring resources and processes to ensure performance sustainability" [12]. In the contemporary philosophical and academic sphere, agility is no longer seen as an imperative for reacting to business challenges it is a "dynamic capability" for anticipating and being ahead of changes in quality and international accreditation in the academic sector.

2.2.2. Characteristics and Enablers of Agile Organizations

An organization embracing an organizational agility approach is characterized by the following enablers:

1. **Environmental Sensitivity:** A high institutional capacity for picking up on environmental variables, with vigilance being the primary source of information.
2. **Modularity:** Ease of deconstructing and reconstructing organizational and academic processes without affecting the entire system.
3. **Knowledge Sovereignty:** A heavy reliance on seamless information flow and the use of AI-based analytics in decision-making.

2.2.3. Dimensions of Organizational Agility

Based on the global model of organizational agility as presented in [16], this research is founded on three dimensions:

A. **Responsiveness:** The institutional capacity to sense changes, opportunities, and threats and take instant actions to respond to or take advantage of them.

B. **Flexibility:** A university's institutional capacity to produce diverse outputs or change courses with minimum costs and maximum efficiency.

C. **Speed:** Measured by the amount of time taken to complete academic operations and translate concepts into action and execution.

Researcher's Perspective

The researcher's perspective is that organizational agility provides the antidote for "academic bureaucracy." Organizational agility does not mean "haste" in any form rather, it refers to having "elastic" structures that can expand, contract, and change the paths of instruction and research so that the quality of the end product is never compromised. In a sense, it is the ability of the university to "dance with the variables" rather than "collide with the variables" so that the institution remains vital and relevant in a chaotic world.

2.3. The Relationship Between Strategic Vigilance and Organizational Agility

In this section, we discuss the integrative synergy between vigilance and agility, which serves as the foundation for the theory connecting scanning the environment and organizational responsiveness.

2.3.1. Philosophical Foundation (Dynamic Capabilities Theory)

The foundation for the link between vigilance and agility lies in the assumption that academic institutions operate in a hyper-competitive environment, which requires "dynamic capabilities" [17]. Within this theory, the link between vigilance and agility is that "strategic vigilance" represents the "Sensing Capability" to survey the university's technical and competitive environment, while "organizational agility" represents the "Seizing and Reconfiguring Capability" of human and information resources to sustain a competitive advantage [18].

2.3.2. Impact of Vigilance on Enhancing Organizational Agility

There are three mechanisms that reflect the university's resilience (agility) and its ability to sense changes (alertness) in a timely manner:

First: [19] also believes that the university has the ability to keep pace in both vertical and horizontal directions, the vertical is represented by the ability to implement ministerial decisions quickly, which reflects organizational agility, and the horizontal is the monitoring of competitors in the education sector, and this reflects strategic vigilance.

Second: [20] presents his vision that technological vigilance defines the flexibility requirements of (modern digital environment – artificial intelligence tools) to facilitate academic work with less administrative effort.

Third: All the leaders of the department agreed that the decision-making process is the core of the administrative work, and as [1] believes that with the presence of the information provided by the alert sensors proactively, this gives the administration precedence in decision-making, which gives a proactive advantage to the university before the crisis occurs.

2.3.3. Integrative Model (From Intelligence to Action)

From the above, it is clear that there is an integral relationship between the two research variables and that their work together gives the best results, that the institution that has the ability to keep pace with changes quickly but does not have the information that directs it becomes random, and the institution that owns the information and cannot benefit from it is an information archive, so the researcher believes that strategic vigilance is considered the information treasure and organizational agility is the foundry that reformulates this treasure according to the needs of the institution.

Researcher’s Perspective

The researcher concludes that the relationship between vigilance and agility is a "functional organic" relationship wherein the "vision" comes from the vigilance, and the "movement" comes from the agility. In the context of the current reality of academic institutions, the researcher finds that the major gap is not the lack of information (vigilance), but the slowness of the bureaucracy in acting on the information (agility). Thus, the relevance of the research is the need to tap the integrative synergy of the two concepts in order to transform from a "watching" institution into a "doing" institution.

Chapter Three: The Practical Aspect (Analysis of Results and Hypothesis Testing)

In this chapter, the results of the field research obtained through processing the extracted data from the research sample consisting of (181) respondents will be presented using the appropriate statistical tools to analyze the characteristics of the research sample and test the hypotheses.

First: Description of Research Sample Characteristics

In order to prove the representation of the research community members and the diversity of their professional expertise, the analysis of the demographic and professional characteristics of the research sample members was conducted as follows:

Table (1) Distribution of Sample Members According to Identification Variables (N=181)

Classification Variable	Categories	Frequency	Percentage
Academic Rank	Assistant Lecturer	87	48.1%
	Lecturer	43	23.8%
	Assistant Professor	36	19.9%
	Professor	15	8.2%
Administrative Position	Administrative Leadership (Dean, Head of Dept, Coordinator)	32	17.7%
	Teaching Staff	149	82.3%
Years of Service	1 - 10 years (Emerging Experience)	72	39.8%
	11 - 20 years (Intermediate Experience)	65	35.9%
	21 years and above (Expert Experience)	44	24.3%
Gender	Male	150	82.9%
	Female	31	17.1%

Researcher’s Analytical Comment:

The demographic distribution also indicates a strategic diversity that is essential for the validity of this research. Although the larger percentage of this research sample (71.9%) comprises Lecturers and Assistant Lecturers, who form the operational backbone and are more in tune with technology tools and techniques, the inclusion of Professors and Assistant Professors in this research sample (28.1%) offers a strategic and higher-level view of strategic decision-making.

Moreover, the distribution of this research sample according to their years of service also indicates that the perception of 'Strategic Vigilance' does not belong to a particular age group rather, it is a dynamic perception that is evolving with the organizational culture. The 'Emerging Experience' group (39.8%) offers digital fluency, while the 'Expert' group (24.3%) offers a historical and administrative wisdom to perceive 'Organizational Agility' accurately.

Second: Reliability Test of Research Tool (Cronbach's Alpha)

In order to ensure the internal consistency of the questionnaire items, the value of Cronbach's Alpha coefficient was calculated. As shown in Table (2), the results indicate that all the values are above the acceptable threshold (0.70).

Table (2) Cronbach's Alpha Values for Research Variables and Dimensions

Variable / Dimension	Number of Items	Alpha Value	Reliability Indicator
Strategic Vigilance	12	0.89	Excellent
- Technological Vigilance	4	0.84	High
- Competitive Vigilance	4	0.81	High
- Environmental Vigilance	4	0.83	High
Organizational Agility	12	0.87	Excellent
- Responsiveness	4	0.82	High
- Flexibility	4	0.80	High
- Speed	4	0.79	High
Total Questionnaire	24	0.91	Very High

Comment Linked to Reality:

From the above table, it can be seen that Cronbach's alpha values for all variables and dimensions of the research showed a percentage exceeding 0.70, which is the percentage that is dependent on the reliability of the research tool (the questionnaire) to provide real and stable results and the possibility of using it in similar conditions. This stability also reflects the high awareness of respondents working in the Iraqi academic environment.

Third: Descriptive Analysis of Research Variables

The arithmetic means, standard deviations, and relative weights were computed to identify the level of implementation for the vigilance and agility constructs based on the perceptions of the sample.

Table (3) Descriptive Statistics for Research Variables (N=181)

Variables and Dimensions	Mean (\bar{X})	S.D	Relative Weight	Rank	Level
First: Strategic Vigilance (V)	3.91	0.62	78.2%	-	High
1. Technological Vigilance	4.15	0.58	83.0%	1	Very High
2. Environmental Vigilance	3.88	0.65	77.6%	2	High
3. Competitive Vigilance	3.75	0.71	75.0%	3	High
Second: Organizational Agility (A)	3.78	0.59	75.6%	-	High
1. Responsiveness	3.92	0.61	78.4%	1	High
2. Flexibility	3.77	0.64	75.4%	2	High
3. Speed	3.65	0.74	73.0%	3	Medium/High

Researcher’s Critical Analysis:

- **Technological Leadership:** The researcher noticed that "Technological Vigilance" holds the first rank with a "Very High" level. This is a direct result of the mandatory digital policies applied in Iraqi higher education institutions. This, therefore, confirms that universities have succeeded in developing a "technical sensory system" but still face challenges in their digital integration process.
- **The Speed Gap:** The researcher found a significant discovery in this descriptive analysis, which is the relatively lower ranking of "Speed" at position 3.65. The researcher calls this a "Bureaucratic Bottleneck." The university "senses" the change and "intends" to respond accordingly, as indicated by the High level of Responsiveness however, the process is being delayed due to the university's bureaucratic decision-making process.

Fourth: Correlation Analysis (Testing H1 and its Sub-hypotheses)

In order to identify the nature and degree of the association between the research variables, the Pearson Correlation Coefficient (r) technique has been used. Table (4) depicts the correlation matrix for the dimensions of Strategic Vigilance and Organizational Agility.

Table (4): Correlation Matrix between Strategic Vigilance Dimensions and Organizational Agility (N=181)

Independent Variable (Dimensions)	Dependent Variable: Organizational Agility (A)	Significance Level (Sig.)	Result
Technological Vigilance (V ₁)	0.712**	0.000	Significant
Competitive Vigilance (V ₂)	0.685**	0.000	Significant
Environmental Vigilance (V ₃)	0.698**	0.000	Significant
Total Strategic Vigilance (V)	0.739**	0.000	Significant

** Indicates a statistically significant correlation at the significance level of 0.01

Researcher’s Analytical Comment:

From the results in the above table, we find that the first main hypothesis and the sub-hypotheses emanating from it are correct, as it is clear that the total correlation coefficient reached 0.739, which means that there is a strong correlation between the two research variables within the studied universities.

It is also clear that the highest correlation was between technological vigilance and organizational agility at 0.712, which confirms the hypothesis that "alertness is the mental engine and agility is the motor response" and confirms the research hypothesis that "digital awareness is the main driver of resilience in Iraqi academic institutions.

Fifth: Impact Hypothesis Testing (Multiple Regression Analysis)

A multiple regression test was performed to measure the effect of the dimensions of strategic vigilance on organizational agility as stated in the second main hypothesis and the sub-hypotheses emanating from it

Table (5) Multiple Regression Results for the Impact of Vigilance Dimensions on Organizational Agility (N=181)

Independent Variable (Dimensions)	Beta (β)	t-value	Sig.	Result
Technological Vigilance (V1)	0.452	6.84	0.000	Significant
Competitive Vigilance (V2)	0.184	2.91	0.004	Significant
Environmental Vigilance (V3)	0.231	3.58	0.000	Significant

Model Summary Statistics:

- R = 0.739
- R-Square (R²) = 0.547
- F-Value = 216.42
- Significance (Sig.) = 0.000

Interpretation and Researcher’s Analysis:

From the clear results in Table (5), it is shown that the calculated F value has reached (216.42), and this is a high value with complete statistical significance at the significance level of (P < 0.001), and this confirms that there is a real relationship between the research variables in the studied universities, and the determination coefficient has reached (54.7%), and this reflects the extent of the impact of strategic vigilance on organizational agility, as the figures here talk about that more than half of the response and speed that universities have depends mainly on the sensors they have. Competitiveness and technology.

Detailed Analysis of the Dimensions:

The results of the (Beta) coefficient in Table (5) showed that the dimension of technological vigilance was solved first with an impact factor of (0.452) in organizational agility, and the explanation of this is attributed to the fact that Iraqi universities are currently moving towards digitization, governance and the use of artificial intelligence tools, and in second place came environmental vigilance, where its impact reached (0.231), which means that the ability of universities to respond quickly in applying the ministerial instructions and keeping pace with

the requirements of the labor market, while the competitive vigilance was finally replaced by an impact factor of (0.184) It is also a moral effect, but it is the least among the dimensions of strategic vigilance, and the researcher believes that this came as a result of the study being conducted in public universities, as the principle of competition does not occupy the largest space of attention of those universities.

Through the above, the second main hypothesis and all the sub-hypotheses emanating from it are accepted

Chapter Four: Conclusions and Recommendations

In this chapter, we move from the language of numbers and statistical analyses to highlighting the conclusions of the research by studying the research variables in Iraqi universities, as well as formulating recommendations that would be a roadmap for universities and future researchers.

4.1. Conclusions

By analyzing the data of the respondents participating in the research questionnaire, which amounted to (181) participants, the following conclusions were reached:

- The study proved that there is a statistically significant correlation between the two research variables (strategic vigilance) and (organizational agility), and this explains that the speed of response and flexibility enjoyed by Iraqi universities depends greatly on the dimensions of strategic vigilance.
- Through multiple regression analysis, the technological vigilance dimension obtained the highest impact on organizational agility among the dimensions of strategic vigilance, and this indicates that Iraqi universities are characterized by the speed of responding to keep pace with technological changes, especially those related to digital transformation.
- In the same context, the competitive vigilance dimension has had the least impact on organizational agility, and this is due to the bureaucracy to which Iraqi universities are adhered, where the departments are bound by regulations and instructions that cannot be exceeded, for example, the creation of a new scientific department or the introduction of one of the advanced information technology methods requires studying and obtaining approvals within a series of administrative references that may take several months.
- The study proved that the independent variable (strategic vigilance) represents the engine or information fuel through which universities achieve strategic agility, and this conclusion is based on the percentage of the determination coefficient that reached ($R^2 = 0.547$).
- The diversity of the respondents in the questionnaire in terms of academic degrees between a professor and an assistant lecturer on the one hand, and between principals and teachers on the other hand, and the consensus of all these groups of the researched community on the importance of vigilance, indicates an institutional culture in Iraqi universities that accepts and calls for sensing the environment, not only for the sake of administrative fitness, but also for survival.

4.2. Recommendations

In line with the conclusions of the study, the researcher provides a set of recommendations to university leaders and those in administrative positions in it, represented in picking up the following:

- Work to reduce bureaucracy and delegate more powers to deans and heads of administrative units, especially those related to the aspect of digital technology.
- Establishing new administrative units specialized in strategic vigilance that work on researching and developing future sensor tools to read the requirements of the labor market on the one hand and monitor international universities on the other hand, which works to consolidate strategic vigilance in the university.
- More investment in artificial intelligence tools in line with the technological maturity of Iraqi universities, especially in the analysis of big data that helps in strategic sensing to predict changes before they occur
- Activating partnerships with the private sector, especially the industrial sector and the labor market, as partnership with them provides data and information that would help decision makers in several aspects, the most important of which is updating the school curricula in line with the requirements of the labor market.
- Working to involve administrative leaders in training courses specialized in organizational agility, we work to provide them with skills and behavior that are in line with agile leadership to ensure a quick response to the information provided by strategic vigilance.

4.3. Suggestions for Future Research

The researcher presents the following research proposals to researchers interested in the field of studying the study variables (strategic vigilance) and (organizational agility).

- Expanding the research in the two variables of the study by studying the effect of the independent variable (strategic vigilance) on institutional excellence by making the dependent variable (organizational agility) a mediator
- Conducting a comparative study with the same variables of the current study among universities (public and private) in Iraq.

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