



The Effects of Strategic Alertness on the Perceived Quality of working life

An analytical study of Fallujah University Staff

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Abstract:

This research aims to find out the extent of the impact of strategic alertness in achieving the perceived quality of work life in a sample of staff from the University of Fallujah, A questionnaire was designed and distributed to a stratified random sample, And the perceived quality of work life, and the results revealed that there is a correlation and influence for the dimensions of strategic alertness represented by "competitive alertness, technological alertness, marketing alertness, environmental alertness" on the perceived quality of work life represented by "economic security, social relations at work, feasibility of work, independence in action, participation in decision making.

أثر اليقظة الإستراتيجية على الجودة المدركة لحياة العمل
دراسة تحليلية لأعضاء هيئة التدريس بجامعة الفلوجة

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المستخلص

يهدف هذا البحث إلى معرفة مدى تأثير اليقظة الإستراتيجية في تحقيق الجودة المدركة لحياة العمل في عينة من تدريسي جامعة الفلوجة، وتم تصميم استبيان وتوزيعه على عينة طبقية عشوائية، وشملت عينة الدراسة 210 تدريسي في جامعة الفلوجة والبالغ عددها ست كليات، من خلال ابعاد اليقظة الاستراتيجية والجودة المدركة لحياة العمل، وتوصلت النتائج أن هناك ارتباط وتأثير لأبعاد اليقظة الإستراتيجية المتمثلة بـ "اليقظة التنافسية، اليقظة التكنولوجية، اليقظة التسويقية، اليقظة البيئية" حول الجودة المدركة لحياة العمل المتمثلة بـ "الأمن الاقتصادي، العلاقات الاجتماعية في العمل، جدوى العمل، الاستقلالية في العمل، المشاركة في اتخاذ القرارات. الكلمات المفتاحية: اليقظة الاستراتيجية، الجودة المتصورة لحياة العمل، اكاديمي جامعة الفلوجة.

Introduction:

Strategic alertness is a key factor in enhancing staff effectiveness with higher education. Recent research suggests that employees need to develop a range of cognitive and pedagogical skills that enable them to be alert to learning opportunities as they arise in universities. This new method uses to bring the organization closer to its environment because monitoring procedures are well deep-seated in the business culture for the past thirty years, strategic management has given increasing attention to environmental observation and views monitoring to be a vital aspect of universities' decision making system (Amabile,1999). Is a tool for understanding the environment and anticipating changes. It is defined as an informational process in which an organization listens to its environment in order to make decisions and take actions in order to achieve its goals with help it, in achieving continuous improvement, perceived quality of work to employees (Rice,*et.al.*,1985).

The action strategy Alertness (SA) on the perceived quality of work life (PQWL) is a topic area that has recently been of interest to researchers and universities. Strategic alertness is a systematic, continuous, ethical and legal process of collecting, analyzing, processing and disseminating information to help managers, senior management or the organization with

decision-making, and strategic thinking to a better knowledge of the external and internal environment (Salles,2006). In the literature, strategic alertness is generally a factor in decision support (Drevon,*et.al.*,2018). Essential for organizations and information systems to provide actionable and meaningful knowledge (Brouard,2007:12). SA is associated with strategic agility (Subhi Idris & AL-Rubaie, 2013). And continuous improvement in the organization (Khaleel & Najem,2019). (Njeru,*et.al.*,2012) suggest that strategic alertness could build on value to any labor basically, includes creative and imaginative action and may “impact the type of deals that will be entered into future market periods”. According to Goarin *et.al.* (2000; Dumas,2004), It is against this backdrop that empirical studies such as Pawar & Sharda, (1997). Examined the important role of advanced information technologies in meeting the external information requirements for strategic decision-making. The literature between strategic alertness is still very scant yet.

Research into the perceived quality of working life (PQWL) has for the past two decades enjoyed prominence, judging by the frequency of reviews and other published material. Examples of these are Davis and Cherns, 1975; Quinn and Staines, 1979; Champoux, 1981 and Rice, 1984. In recent times many studies have been done on quality of work life of employees (Vijaimadhavan,*et.al.*,2013), despite the popularity of the concept, there continues to be confusion about the term "quality of working life" (Nadler & Lawler,1983). Furthermore, some studies have identified that scientists and managers are displaying a growing stake in factors PQWL and learning how to improve the employee's PQWL. In addition to contributing to greater human satisfaction, PQWL is as well fundamental to the long-range efficiency, adaptability, and effectiveness of organizations (Elizur & Shye, 1990:276). PQWL is associated with job satisfaction (Dhamija,*et.al.*,2019; Tabassum,2012), commitment (Huang,*et.al.*,2007; Permarupan,*et.al.*, 2013), motivation (Jofreh,*et.al.*,2013), productivity, performance (Indrasari, *et.al.*,2018), health (Almalki,*et.al.*,2012), job security (Abdul Majid,*et.al.*, 2021), employee engagement (Kanten & Sadullah,2012; Sahni,2019), safety and well-being (Agarwal,*et.al.*,2019; Yahya Al-Qutop & Harrim,2011), job-related outcomes (Koonmee,*et.al.*,2010) These strategies should consider the profound psychological impacts of working conditions on employees'

state and be able to positively influence staffers' perceptions of life satisfaction through work factors (Barzegar,*et.al.*,2012:1).

In view of a large little of research on the topic, it is surprising to find that “there is no well-accepted or well-developed definition of the term quality of work life” (Elizur & Shye,1990:276), can be described only as an umbrella term that encompasses many aspects of the work environment, which are deemed beneficial for the individual, and no standard criteria or measures of PQWL are available (Sirgy,*et.al.*,2001). PQWL affects organizations results and performance of human resource (Barzegar,*et.al.*, 2012; Hatam,*et.al.*,2014; Koonmee,*et.al.*,2010).

According to (Brooks & Anderson,2005), PQWL offers better direct and useful feedback to leaders desiring to manage employee and organizational outcomes.

PQWL is a complete program designated to attract and retain employees and improve employee satisfaction (Saraji & Dargahi,2006:8), (Al-shilma & Al-Bayati,2020) argue that integrated organizational alertness and supply chain have influences on the quality of work life, Accordingly, organizations should establish strategic alertness centers in structures and cultivate their vision among employees (Alhasani & Alkshali,2021:671).

Most studies on the importance of strategic alertness systems is to provide information for managing, monitoring of enriching the QWL (Ahmad,*et.al.*,2019; Mirvis & Lawler,1984), The relationship between strategic alertness and perceived quality of working life was not investigated.

The purpose of this study is to examine the relationships between strategic alertness, and PQWL to embed the future in the present, thereby emitting the presentist bias that often afflicts universities especially in an era of remarkable technological advances, unprecedented environmental changes and multiple hazards, seeking wherever possible to learn from overseas successes and mistakes and apply such lessons appropriately within these staff. In addition to enhancing their active role in achieving the outcomes of the educational process. **Key overall research questions that motivate our work are:**

- (1) What is the level of employees' perception of PQWL?
- (2) What is the level of employees' perception of strategic alertness?
- (3) What is the relationship between PQWL and strategic alertness?

- (4) What is the influence of PQWL on strategic alertness (competitive alertness, technological alertness, Marketing alertness, environmental alertness)?

Hence this study aims to investigate how strategic influence PQWL alters to the following research objectives:

1. To determine the relationship between strategic alertness and perceived quality working life.
2. To identify the effect of strategic alertness on perceived quality working life among Fallujah University Staff.

The conceptual framework of the study is illustrated in figure 1.

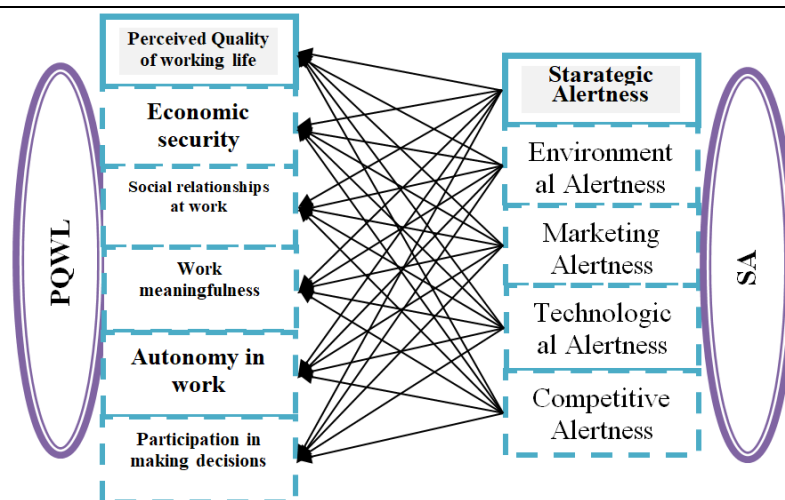


Figure 1: Research Mod

Source: Prepared by researchers based on previous studies.

Hypotheses:

Therefore, this study aims to test the hypothesis as follow:

There is a statistically significant effect of Strategic Alertness with its dimensions "Environmental Alertness, Marketing Alertness, Technological Alertness, Competitive Alertness" on Perceived Quality of working life with its dimensions "Economic security, Social relationships at work, Work meaningfulness, Autonomy in work, Participation in making decisions".

Theoretical background

1- Strategic Alertness

Strategic monitoring is linked to strategic management and is referred to as "competitive intelligence" (Lesca,2003), "business intelligence" (Jourdan,*et.al.*,2008) "anticipatory monitoring" (Hourenatou & Victor,

2014), vigilance indicates the capacity of an information system to help leaders remain alertly watchful for weak signals and discontinuities in the environment relevant to strategic threats and opportunities (Walls, *et.al.*,1992), Strategic vigilance is defined as an informational process by which an organization listens to its environment to make decisions and take actions in order to achieve its goals. Strategic vigilance systems allow predict the evolution of the environment, seize business opportunities, and control the risks in organizations (Brouard,2004), Smes have a big mass of information on the markets, the competition and the technology, they must manage (Voyant & Bonnet,2016).

According to the latter, this strategy is embedded into all information systems and aims to assist managers in more efficiently navigating through the system of information (Wirtz,2019), as for operational monitoring strives to provide information and expertise to actors in the field for them to practice their profession effectively and efficiently (Fadhiela & Dawood, 2018), Its an organized set of hardware, software, human, data, and procedural resources that enable businesses to acquire, process, store, and disseminate information in multiple forms strategic vigilance is recognized as being a device using which one can know the business environment and anticipate changes (Aguilar,1967; Lesca,2003), According to, Lesca (1997) strategic vigilance is the informational process by which the company listens in advance to weak signals from its environment with the creative aim of discovering opportunities and reducing its uncertainty.

In general, strategic alertness is an information system that allows a company to continuously monitor and track its surroundings by collecting, analyzing, and disseminating information about various current and future opportunities and threats it may face to make strategic decisions.

Strategic alertness is a collaborative and continuous process that enables companies to collect, process, and exploit information from their environment. Strategic alertness is divided into four main types, as follows:

- Technological alertness: is an informational device, an observation and analysis tool, as well as a decision support system. It is the informational device by which the organization discovers and processes signals announcing events that are likely to occur. To impact its long-term viability: it allows for the reduction of uncertainty, in particular by anticipating potential events in its socio-economic and technological

surroundings (Djeplat,2009:8), To search for new technologies and to map new scientific and technological developments that have significantly impacted a scientific and technological institution, is a helpful tool for the provision of support to finance r&d activities (Andrade,*et.al.*,2017).

- Environmental alertness: Environmental alertness, in general, includes the rest of an organization's environment and is not insignificant. It detects even the tiniest changes in the environment. Its mission is to gather, process, and disseminate information relevant to the social, cultural, legal, and political aspects of the company's internal and external environments. As a result, it involves numerous vigilance, including legislative, sociological, societal, geographical, and geopolitical....and it necessitates careful preparation because monitoring aims might cover a wide range of topics (Natou, 2020:126).
- Competitive alertness: A systematic process of collecting, analyzing and disseminating information on the various stakeholders, therefore finding new outlets or market opportunities that can change the competitive situation of an organization or of a country (Calof & Skinner,1998:42), Through, it is interested in current or potential competitors, new market entrants who may appear with products. A company that carries out a competitive vigilance process seeks to keep itself regularly informed of developments in its competitive environment. These changes can be considerable: new activities of competitors or suppliers, establishments in new countries (Bekaddour,2014:55).
- Marketing alertnes: is the provision of information for the leaders of the organization that helps them better understand the emerging markets and trends in the immediate environment of the sector in which they operate (Jalod,*et.al.*,2021:95).

2- Perceived Quality of Work Life (PQWL):

Explore that the term quality of work life (QWL) was originally presented in the late 1960's as a way of focusing on the influences of employment on employee health and general wellbeing, and a way to improve the quality of a person's on the job experience (Daud,*et.al.*,2015). QWL is “a process by which an organization responds to employee needs by developing mechanisms to allow them to participate fully in making the decisions that design their lives at work” (Lau & May,1998:212). Nadler &

Lawler (1983) defined QWL IS as a “bunch of approaches, methods, or technologies for enhancing the work environment and making it both more productive and more satisfying”, p. 23). Lawler noted in 1975, no clear and widely accepted definition of QWL was formulated at that time.

In context, PQWL was seen as being synonymous with concepts such as job enrichment, autonomous workgroups, or the design of new plants as integrated social and technical systems. We conceive QWL in the terms of human needs satisfaction. Thus, we can define QWL as the perceived extent to which employees can satisfy their important personal needs through their activities in the workplace and experiences in the organization (Efraty & Sirgy,1990; Elizur & Shye,1990; Lawler,1982; Sirgy, Efraty), (Siegel, & Lee,2001, Šverko & Galic,2014). This definition leads to four major dimensions of working-life quality that correspond to the theories of motivation of human needs (e.g Maslow's (1954) Hierarchy of Needs Theory, Alderfer's (1972) ERG Theory, McClelland's (1985) Acquired Needs Theory, and Deci and Ryan's (1985,2000) Self-Determination), including (a) economic security, (b) social relationships at work, (c) work meaningfulness, and (d) autonomy at work and Social relationships at work.

Theory The perceived quality of work life is improved by authorizing employees to assume more additional responsibility for their efforts while providing opportunities to fulfill important psychological needs (Brooks & Anderson,2005:321), To affect both the individual's, organizational performance and thus the overall functioning of society. PQWL programs refer to creating a working environment that is admirable for employees in organizations as well as for economic health. It mainly includes elements of work-related life such as wages, working hours, work environment, benefits and services, career prospects and human relations, which are related to worker satisfaction and motivation (Sahni,2019:257). Distinguishing characteristics of PQWL are a concern for the influence on individuals as well as organizational success, as well as a willingness to participate in decisions that affect and work in general (Baba & Jamal,1991).

3- Research Methodology:

The study approach is (Bratton & Gold,2003) a design through which plans can be drawn up to collect information, which makes the study show its objectives in a simplified, coherent and systematic manner. They described the four most common approaches among researchers: the

dimensional analysis, the descriptive approach, the experimental approach, and the case study approach. The first three depend on the data provided by the researcher through the survey. Oral or written survey (questionnaire), while the case study approach is based on monitoring, observation, and interview techniques, the current study adopted the dimensional analysis approach, which is a comprehensive approach. Therefore, the applications of this approach require relying on the descriptive method, as it achieves data and information about people's opinions and attitudes, whether it is a Written survey (questionnaire) or oral, which is an appropriate approach that seeks to reach the relationship between the variables and the impact of that relationship, present it, analyze the results and interpret them. The field study was conducted during the year 2023.

4- Data and methodology

A- Questionnaire design:

The Instrument Strategic Alertness scale was adopted by (Lesca, 1997b), consists of marketing alertness, technological alertness, competitive alertness, and environmental alertness, developed through the five forces model of (Porter, 1980), “and it consists of 16 items, the research instrument was a questionnaire based on a five point likert scale strongly agree” (5) from {4.2-5}, agree (4) from {3.4-4.2} (4), neutral (3) from {2.6-3.4}, strongly disagree (4) from {1.8-2.6}, and strongly disagree (5) from {1.8-0.1}. Spss v.26 statistical software was used to analyze the data of perceived quality of work life was adopted by (Mirvis & Lawler, 1984 Howard, *et.al.*, 1994, Šverko & Galic, 2014) Economic security, Social relationships at work, Work meaningfulness, Autonomy in work, and Participation in making decisions, and it consists of 20 items.

B- Data Collection:

The size of the study sample was 221, whose size was determined electronically through the “Survey Monkey” website, then the research community of 516 was divided into strata in preparation for selecting a random sample whose size is commensurate with the size of the class in the research community as follows: $(\text{sample research}) / (\text{research (Society)} \times \text{class}) = \text{stratified random sample}$, and when applying this equation to the categories of the research sample, the results were as follows: the professor category amounted to 18, the assistant professor category 41, the teacher

category 63, and the assistant teacher category 99, and through that 221 questionnaires were distributed to university academics Fallujah, and thus the valid questionnaires for analysis amounted to 210 questionnaires, i.e. 82.3 percent, as shown in the following table:

Table 1: Distributed, retrieved and valid questionnaires for analysis

Sample	Number of questionnaires distributed	Number of questionnaires retrieved	Number of questionnaires valid for analysis	Response Rate
Academics of the University of Fallujah	221	216	210	82.3

Source: Prepared by researchers.

Reliability:

Table 2: cronbach's alpha for the scales

Variables		No of items	Alpha cronbach
Competitive alertness	CA	4	0.86
Technological alertness	TA	4	0.83
Marketing alertness	MA	4	0.80
Environmental alertness	EA	4	0.74
Strategic alertness	SA	16	0.91
Economic security	ES	4	0.83
Participate in making decisions	PMD	4	0.79
Work meaningfulness	WM	4	0.83
Autonomy in work	AW	4	0.75
Job relationships	JR	4	0.80
Perceived Quality of work life	PQWL	20	0.92
Total		36	96%

Source: Analysis result with SPSS version 26.

In the result table 2 that has been carried out, it can be seen that the results of cronbach's alpha each variable are more than the minimum standard specified, i.e.0.7 (Sekaran,2003); 0.6 (Hair,et.al.,2010). So, the study variables have the reliability of strategic alertness and PQWL. Thus, it can be said, the questionnaire items were satisfactory reliable.

Analysis of second-axis statements strategic vigilance:

Table 3: Respondents characteristics to measuring strategic vigilance

N	Domain	Mean	S.d	Level
	Competitive alertness	3.45	0.86	Neutral
	Technological alertness	3.15	0.92	Neutral
	Marketing alertness	3.67	0.72	Neutral
	Environmental alertness	3.49	0.71	Neutral
	General average	3.53	0.65	Neutral

Source: Analysis result with SPSS version 26.

Table 3 shows that the study sample's view of the strategic vigilance level had an arithmetic mean of 3.53 with a standard deviation of 0.65. The table indicates that marketing vigilance has an arithmetic mean of 3.67 with a standard deviation was 0.92, then the environmental vigilance had arithmetic mean of 3.49 and a standard deviation of 0.71, another the competitive vigilance with an arithmetic mean of 3.45 and the standard deviation of 0.86. After the technological vigilance had the arithmetic mean was 3.15 and the standard deviation reached 0.92.

Analysis of QWL axis 1 statements:

Table 4: Respondents' Characteristics to measuring QWL

N	Domain	Mean	S. D	Level
	PQWL	3.2	0.74	Agree
1	Economic security	3.16	0.93	Agree
2	Social relationships at work	3.05	0.97	Neutral
3	Work meaningfulness	3.35	0.85	Neutral
4	Autonomy in work	3.31	1.02	Neutral
5	Participation in making decisions	3.2	0.74	Agree

Source: Analysis result with SPSS version 26.

Table 4 shows that the general level of PQWL has a high degree. The arithmetic average of the PQWL level was 3.2 with a standard deviation of 0.74 in the University of Fallujah.

1.1 Correlation matrix:

Table 5: the correlation between strategic alertness and PQWL: n=210

	CA	TA	MA	EA	SA	ES	PMD	WM	AW	JR	PQWL
CA	1										
TA	.585**	1									
MA	.761**	.606**	1								
EA	.412**	.223*	.437**	1							
SA	.888**	.612**	.862**	.671**	1						
ES	.431**	.527**	.403**	.334**	.487**	1					
PMD	.585**	1.000**	.606**	.223*	.612**	.527**	1				
WM	.597**	.578**	.617**	.261*	.601**	.353**	.578**	1			
AW	.600**	.634**	.656**	.201*	.617**	.390**	.634**	.659**	1		
JR	.738**	.593**	.625**	.264**	.704**	.382**	.593**	.619**	.590**	1	
PQWL	.750**	.839**	.735**	.326**	.766**	.667**	.839**	.815**	.820**	.815**	1

**, Correlation is significant at the 0.01 level (2-tailed). *, Correlation is significant at the 0.05 level (2-tailed).

Source: Analysis result with SPSS version 26.

Table 5: The correlation test between the variables of the study through the table shows that there are medium correlations between the variables of the study, and it also shows that there are strong and weak correlations for some variables, these results support the hypothesis test results.

Table 6: Multiple regression analysis results for an impact between PQWL and strategic alertness

Variable	B	T	Sig T	R	R square	F	Sig f
Constant	0.231	1.151	0.253				
Competitive alertness	0.246	3.643	0.000	0.904	0.817	101.712	0.000
Technological alertness	0.46	9.717	0.000				
Marketing alertness	0.177	2.313	0.023				
Environmental vigilance	0.007	0.136	0.892				

Source: Analysis result with SPSS version 26.

Notes: n = 210, Dependent variable: PQWL, Model: $Y = b_0 + b_1 * x_1$

$Y = 0.231 + 0.246$ (competitive alertness) $+ 0.46$ (technological alertness) $+ 0.177$ (marketing alertness).

Table 6 shows the results of regression analysis. Firstly, multiple regressions were run, taking all the dimensions of SA as independent variables, The value of r is 0.904, the total variation caused by dimensions of SA in PQWL is 81.7%, as $R^2 = 0.817$ of the variance of the dependent variable OIs explained by Oother causes outside the model, not included in this study Emodel, Regression analysis results revealed the positive effects of competitive alertness ($p < 0,01$ and $\beta = 0.246$), technological alertness ($p < 0,05$ and $\beta = 0.46$) and marketing alertness ($p < 0,05$ and $\beta = 0.177$) on

PQWL are significant, So our hypotheses are supported. Except for environmental alertness.

In order to prove the second hypothesis and to prove that the degree of impact of adopting strategic alertness practices differs according to its dimensions on the perceived quality of work life at the University of Fallujah, the path analysis was relied upon and the direct and indirect impact statement as shown below.

5- Discuss the results:

Being aware of strategy is important in making decisions, improving the growth of an organization, and ensuring a good work-life for employees. However, not many studies have looked into how business models like strategic alertness, business intelligence, competitive intelligence, and economic intelligence affect work life. This research has found that at the University of Fallujah, employees' perception of strategy alertness has a strong positive correlation with their overall.

Perceived work quality of life. The finding of results of the extant suggests finding an Positive relationship between strategy alertness and QWL at University of Fallujah and the hypothesis was accepted ($R^2=0.817$), This result is consistent with (Ahmad,*et.al.*,2019; Al-Shilma & Al-Bayati, 2020).

The empirical findings show that strategy alertness has a positive effect significantly in improving PQWL, and the hypothesis was accepted, This result is consistent with (Al-Shilma & Al-Bayati,2020).

The findings results suggest that the increase in the practice of strategic alertness may increase the QWL of employees. The fact that high vigilance is one of the most important ways to ensure organizations to knowledge possession achieves their goals efficiently, effectiveness and improvement in PQWL (Olubunmi,2015), QWL is a source of numerous gains. It might lead to improving positive feelings of employees.

There is also a need for criteria for evaluating the aspects of the strategic alertness as again managers are unable to evaluate whether there is too much or too little satisfaction of employees about QWL in organizations.

Other researches indicate that it should invest in altering jobs, improving supervision, including work teams, or in some other change effort (Sharma,*et.al.*,2016), In addition to the interest of senior management

to involve them in making decisions and rewards for employees, which results in satisfying their needs in appreciation and self-realization, they feel their importance in their organization, that their role is limited to the completion of their routine work, as well as their feeling that there are no appropriate levels in management fairness, whether it is in the distribution of tasks, in procedures, or in transactions, what applies to the dimensions of organizational support applies to rewards which managers demand to improve, as there is some default in the provision of benefits and services (Alhasani & Alkshali, 2021).

It seems like there are some limitations to the investigation, primarily due to the sample size being confined to specific organizations. To ensure broader representation, it might be helpful to include other organizations in Iraq. Additionally, it's important to replicate similar studies with different samples to verify the generalizability of the results. It would also be valuable to incorporate other dimensions of PQWL in the models being examined, such as career prospects, fairness, risk evaluation, sustainability enhancement, resilience promotion, social status, and improvement of intergenerational welfare, considering the influence of these factors on strategy alertness.

6-Recommendations:

This research is anticipated to be valuable for a member of the academic staff at the University, as it will assist in promoting strategic awareness and advancing knowledge, which can then be shared with students, peers, and society. Specifically, academic staff members in Fallujah are involved in creating knowledge, developing and interpreting principles and practices, and transferring their expertise to improve their quality of work life. They also promote new teaching methods that enhance the effectiveness of the teaching and learning process. Additionally, there is a plan to establish a marketing unit within the university to effectively advertise and promote university services. Moreover, the university aims to support staff members in obtaining patents through resources and emotional incentives, in order to motivate them and help them achieve the university's goals in Fallujah.

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