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The effect of strategic vigilance on radical innovation: a study of its analysis of a sample of managers' opinions in private banks in the Middle Euphrates.

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***Abstract* :** The current study aimed to shed light on the impact of strategic vigilance on radical creativity according to the perception of managers in private banks in the Middle Euphrates region, based on a significant problem that was diagnosed with several questions, the extent of realizing the influencing relationship between variables in the field, and to form an expressive, intellectual framework for the study, the variable of strategic vigilance adopted four main dimensions They are (competitive vigilance, technological vigilance, marketing vigilance, and environmental vigilance). As for radical innovation, the variable includes three main dimensions (the radical innovation of technology, the radical innovation of markets, and the radical creativity of the business model). The opinions of managers in private banks in the Middle Euphrates region, where the opinions of (100) managers in the mentioned banks were surveyed, and to achieve the objective of the study, the questionnaire was adopted in collecting data related to the variables of the study, and then analyzing it by adopting some statistical methods such as (the arithmetic mean, standard deviation, Pearson's correlation coefficient, and coefficient of variation) and to test the scale (Cronbach's alpha, confirmatory factor analysis) was employed. The statistical program (SPSS.V24) and the program (Amos.V24) were used to analyze the data. A set of results were reached, the most prominent of which was the existence of a direct and indirect correlation and impact between the variables of the study (strategic vigilance and radical creativity), which contributed to the managers in the banks mentioned above to the importance of improving the relationship between them. The study resulted in a set of recommendations, the most important of which is that the study sample banks pay great attention to developing the capabilities of strategic vigilance among bank managers so that the organization can identify its current and potential competitors to enable the organization to achieve a competitive advantage in the market.
Keywords: strategic vigilance, radical creativity

Introduction: In recent years, the world has witnessed fundamental changes at the global level and a significant increase in the intensity of competition, with a change in the tastes and desires of customers, which resulted in a lot of disturbances, complications and crises for business organizations that found themselves forced to adapt to these conditions in order to maintain and develop their competitive position. In particular, developing and improving performance and raising the level of goals for the better, as business organizations constantly seek to achieve success and maintain it as much as possible, by constantly striving to develop their products, improve their strategy, and use renewable means and tools, and organizations seek to benefit from the knowledge and science that is constantly being developed. Which makes it search for ways to reveal its environment as well as the necessary means to strengthen its sources of information and its ability to acquire the largest market share.

At the present time, the world in general and the business world in particular is progressing at an accelerated pace, as competition is exerting pressure in all sectors. Speed, flexibility and the ability to interact have become among the determinants for any organization to obtain a good performance.

Therefore, the organization relies on strategic vigilance that provides a set of accurate information that supports and facilitates effective decision-making that allows identifying opportunities to achieve radical innovation.

The first axis: the methodology of the study

First: the problem of the study

The current study attempts to bridge the knowledge and application gap to understand and interpret this relationship by formulating a main question (Is there an effect of restfulness on radical creativity through the mediation of adaptive marketing capabilities) and the following sub-questions emerge from it:

1. What is the level of interest of bank managers in the strategic vigilance variable and its dimensions?
2. What is the level of availability of practices for the radical innovation variable in the studied banks?
3. What is the level of possession of the banks in the study sample of the variable of adaptive marketing capabilities and its dimensions?
4. Is there an effect of strategic vigilance on radical creativity?

Second: the importance of the study

1. The importance of the study comes from the importance of the variables it deals with, as it deals with one of the most important contemporary issues in administrative thought during the last few years, represented by (strategic vigilance, radical creativity).
2. Contribute to providing new data and information in the field of strategic vigilance, radical creativity and adaptive marketing capabilities through the conclusions and recommendations of the study.
3. Through practical application, this study can provide solutions to the problems that many organizations suffer from.

Third: Study Objectives:

The main objective of the study is to investigate the correlation and effect between (strategic vigilance and radical creativity). In the context of the study problem and its importance, the objectives of the study can be summarized as follows:

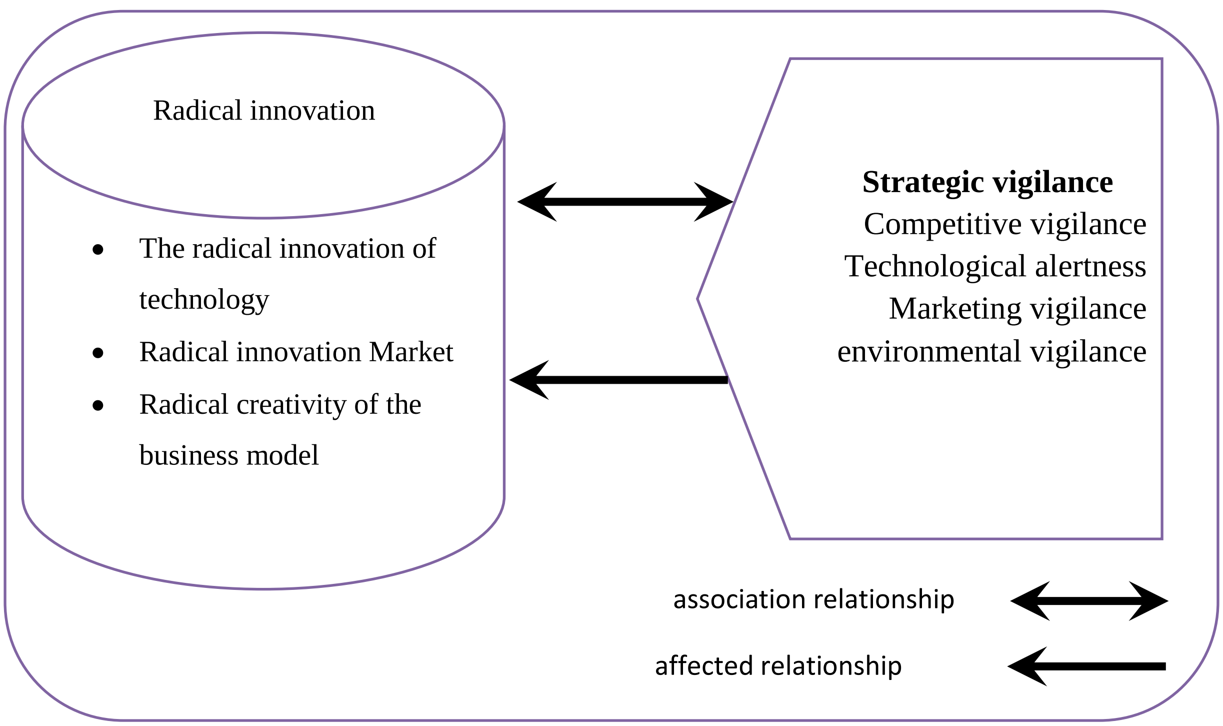
1. Detecting the level of availability of strategic vigilance dimensions in the studied banks from the point of view of managers in those banks.
2. Investigating the availability of the dimensions of radical creativity in the studied banks from the point of view of the managers in those banks.
3. Determine the nature of the relationship between the variables of the study
4. Testing the impact of strategic vigilance on radical creativity

Fourth: Data and information collection tools

For the purpose of completing the requirements of completing the theoretical aspect of the study, it relied on Arab and foreign references such as books, studies, theses, scientific treatises, publications, periodicals, and research related to the study, as well as benefiting from the international information network (the Internet). In its practical aspect, the study relied on questionnaires as a main tool for collecting data and information related to the variables of the study. It used the Likert gradient as it is the most common and used in the administrative and social sciences. This form included a number of axes.

Fifth: hypothetical study plan

In light of the study methodology and objectives, a hypothetical study plan was prepared, see Figure (1), to express the relationship between the study variables, as follows:



Form (1) the hypothetical diagram of the research

Sixth: Research Hypotheses:

The first hypothesis: There is a statistically significant correlation between radical creativity and strategic vigilance.
The second hypothesis: There is a statistically significant effect of radical creativity in strategic vigilance

The second axis: the theoretical aspect

1- Strategic vigilance

First: the concept of vigilance

Scientists and researchers have discussed the vital role that vigilance plays in improving the organization's ability to quickly adapt to rapid and ambiguous environmental changes, as its value lies in enhancing the capabilities of managers related to perceiving, understanding and evaluating the environment and adapting to the high uncertainty faced by organizations, which is the main feature of the current business environment. (Hu et al., 2018: 1). The first to use the term alertness was the researcher (Head, 1923) in physiological psychology, as it constituted for him a dynamic neurological variable, and it represented a measure indicating the level of the organism's ability to adapt to changes in environmental conditions (Koella, 1982: 1426). As for many later researchers, the original definition of the researcher (Head, 1923) was either too strict or too broad and they chose to deviate, often significantly, from the original concept. They provided neurological or physiological indicators of alertness. Some have suggested that alertness may be expressed as excitement or a degree of alertness. (Mackworth, 1956: 1375) alertness was defined as a state of readiness to detect and respond to small and ambiguous changes that occur at random intervals in the environment. For others (Dimond and Lazarus, 1974; Haider et al., 1964), vigilance means insight; Any condition characterized by awakening, agitation, or intense alertness. For them, mindfulness refers to a situation in which one performs well, for example on a card sorting test, on a shooting race, on a soccer game, on an exam, when writing an essay, when solving a mathematical problem, or of animals when pursuing prey (Koella, 1982: 1427). The term vigilance originated from the Latin term Viglantia, which means to watch, to guard, to take an interest in something, to monitor. And this term specifically means to stay awake instead of dozing off and sleeping, that is, to be in a state of receiving and receiving things, the willingness to discover something that can happen without knowing exactly what it is and where? (Karima & Zohra, 205:2021).

Second: the concept of strategic vigilance

Many organizations focus narrowly on their immediate environment, the familiar assortment of core products and existing customers, as well as traditional competitors, government laws and regulations, and existing stakeholders. However, this sharp focus may expose the organization to the risk of missing key cues from the environment that lie outside the organization's focus area. Therefore, the organization should focus on a comprehensive and strong vision of the field that lies outside the field that the organization focuses on, which includes observing indirect markets, potential and new competitors, emerging technology, new business models, and a lot of data that may seem accidental. All of this entails more than just feeling the initial change, as it is specifically about knowing carefully where to look, how to interpret weak signals, and when to respond to faint or ambiguous movements. Weak signals are defined as bits of information that may appear random or discontinuous, that at first appear to be noise, but that can be recognized as part of a larger pattern when viewed through a different frame or by correlating them with other pieces of information (Schoemaker et al. ., 2013: 815).

Since the beginning of its establishment, organizations need systems to monitor and constantly inquire about their external environment and their competitive position in order to know the trends of their markets. Eighties, but after the establishment of the Professional Association for Strategic Vigilance in the year (1986) this term has become very popular and famous (Abdul Jalil and Ahmed, 25: 2020).

Writers and researchers presented several concepts of strategic vigilance, as strategic vigilance is an intelligent and comprehensive monitoring of the organization's environment by searching for real and future information (Alnoori & Al-Janabi, 2022:7718). As through strategic vigilance, organizations monitor their markets and competitors in particular and their surroundings in general. Therefore, most organizations pay close attention to this function in order to outperform competitors, by obtaining the necessary information, scheduling, sorting and processing it to find out information that is compatible with its business activity and its impact on its decisions. The strategy. Strategic vigilance is referred to as the organization's sense of sight and hearing, and it is the surveillance radar at all times and in all directions to track useful information (Hasan, 2022:1-2).

Third: the importance of strategic vigilance

The importance of strategic vigilance can be highlighted through its characteristics as follows: Fairuz & Zahra, 2010: 3

1. Forecasting: visualizing competitor activity or changes in the surrounding environment.
2. Discovery: discovering new or potential competitors and organizations that can be purchased or partnered with for development, discover opportunities in the market.
3. Monitoring: Monitoring the development of technology leads to developments in products and production methods that are allowed by technological developments or target activity and regulations that change within the activity.
4. Generalization: Learn about the characteristics of new markets to know whether competitors are right or wrong

Fourth: Strategic Vigilance Objectives:

Strategic vigilance has become an imperative necessity, as it has acquired an important pivotal position that greatly benefits organizations in general. From this standpoint, individuals in organizations must know the importance and usefulness of strategic vigilance (Jaaz & Jamal, 2021: 2107). Therefore, strategic vigilance reflects the rational appreciation of managers, gives importance to the future and allows decision makers to anticipate difficult situations and challenges that organizations will face. Strategic vigilance increases the organization's ability to anticipate future obstacles and risks, and thus reflects the speed of response to changes (Alnoori & Al-Janabi, 2022: 7718-7719).

Fifth: Dimensions of strategic vigilance:

Four dimensions of strategic vigilance can be explained as follows:

1- Environmental vigilance: It is sometimes called “the ocean” and can be defined as comprehensive vigilance, i.e. to monitor all demographic, economic, social, cultural and legal developments that affect the organization’s activities and follow up on all relevant environmental events and changes (Alshaer, 2020:84).

2- Competitive vigilance: It is an activity through which the organization identifies its current and potential competitors and all their policies concerned with the environment in which competing organizations develop. competitors (Sedkaoui et al., 2022:109).

3- Technological vigilance: What is meant by technological vigilance is the monitoring of economic, political, legal and cultural developments that affect the activity of the organization, and it allows organizations to monitor tax developments, financial law, market conditions, changing attitudes, and consumer behavior (Sedkaoui et al., 2022:110).

4- Marketing vigilance: It means the process of researching, processing and distributing information related to the markets of the organization, which is concerned with monitoring the development of the market, consumer behavior and the introduction of new products. Equippers and in general on public affairs and social policies (Hasan, 2022:3).

2- Radical creativity

First: the concept of creativity

Creativity is one of the essential tools for growth strategies to enter new markets, increase existing market share and provide the organization with a competitive advantage (Gunday et al., 2011:2). (Jugend et al., 2018:55) defines creativity as a multi-stage process in which organizations transform ideas into new or improved products, services, or processes in order to advance, compete, and differentiate in their markets. Creativity may require different efforts, and thus two basic types of creativity can be distinguished: gradual and radical (or continuous and discontinuous). Dziallas & Blind (2019:2) defined creativity as “invention in addition to exploitation. Creativity as a term refers to both innovative ideas that are intended to be commercialized in the market and ideas that have already been successfully commercialized. An indicator is a measured value that provides information about a particular phenomenon or status quo. Creativity has a long conceptual history with many connotations.More contemporary definitions of ‘creativity’, seen as a practical outcome, depend on two specific characteristics: the degree of novelty of change and the degree of usefulness or success in applying something new (Granstrand & Holgersson, 2020: 2).

Second: the concept of radical creativity

Incremental innovations relate to minor changes and modifications to products and technologies, while radical innovations represent a significant departure from the existing capabilities of the organization and form the basis for entirely new products and services (Ritala & Hurmelinna-Laukkanen, 2013:158). Radical innovations use a significantly different underlying technology and provide higher benefits to customers than previous products in the category. (Melton & Hartline, M2015:112) Radical innovation has been identified by (Song, 2015:1) as one of the central themes of innovation management. Being closely related to the development process, categories, and responsibilities of the R&D department. Radical innovations are sporadic events that are often direct results of research and development, and have a devastating impact on existing business models. Radical innovations often represent revolutionary changes in technology. In other words, radical innovation outperforms current technologies and practices in a particular field. What distinguishes radical innovation from radical innovation distinctly is that incremental innovations usually add new functionality to existing technologies, whereas radical innovations are new technologies with new functionality (Beck & Müller-Bloch, 2017:3). In this sense, radical creativity is required in product improvement and development using innovative technologies. It is generally believed that radical innovation occurs at the maturity stage of the product life cycle. Radical innovation must meet two conditions: a new product concept and a significant change in the relationship between the basic components of the product (Dong et al., 2022:481).

Third: the types of radical creativity

Product, process, and organizational creativity are identified as the three main types of creativity (Souto, 2015:144).

1- Product Creativity:

Product innovations can use new knowledge or technologies, or they can be based on new users or combinations of existing knowledge or technologies. The term product covers both goods and services. Product innovation is a challenging process driven by advanced technologies, changing customer needs, shortening product life cycles, and increasing global competition. To succeed, it must involve strong interaction within the organization as well as between the organization and its customers and suppliers (Gunday et al., 2011:2).

2- Creativity of the process:

Process innovation is the implementation of a new or significantly improved production or delivery method. This includes significant changes in technologies, equipment and/or software. Process innovations can aim to reduce unit costs of production or delivery, to increase quality, or to produce or introduce new or significantly improved products (Gunday et al., 2011:2).

3- Organizational creativity

Organizational innovation is the implementation of a new organizational method in an organization's business practices, workplace organization, or external relations. Organizational innovations tend to increase organization performance by reducing administrative and transaction costs, improving workplace satisfaction (and thus work productivity), and gaining access to non-tradable assets (such as unregulated outside knowledge) or lower costs of supplies (Gunday et al., 2011:3).

Fourth: the importance of radical creativity

Creativity is of central importance to entrepreneurship and is of great importance, since it is the primary tool for competition for many organizations, as radical innovations change existing markets, create new ones, and stimulate economic growth (Marvel, & Lumpkin, 2007:1). The importance of radical innovation from the point of view of (Zhou & Li, 2012:1092) is that it reshapes the competitive landscape and creates new market opportunities. (Grashof & Kopka, 2022:13) believes that the importance of radical innovations lies in the fact that they have the ability to create strong competitive advantages for sustainable economic growth in the future. Embracing radical innovations “is crucial for organizations to improve organization performance, enhance their competitive position, and sustain their success in the long run (Azar & Ciabuschi, 2017:5). Radical innovation is largely recognized as a means of progress, a source of growth for economies, and a catalyst for progress in various sectors. Economic This type of creativity is often identified with technological advances, disruptive phenomena, and the creation of new systems and dynamics (Nigra & Dimitrijevic, 2018:1).

Fifth: dimensions of creativity

1. Radical innovation of technology

The radical innovation of technology refers to the technological content of the invention: it describes the variety of technological paradigms on which the new innovation is based. Hence, innovations with a high degree of technological creativity combine technological knowledge from different fields and introduce them into a new technological field (Schmidt et al., 2013:5).

2. The radical innovation of markets

Market radical innovation refers to innovations that are characterized according to the difficulty in evaluating the reactions of potential customers. The degree to which markets are radically innovative depends on customers' evaluation of the attributes related to innovation, and the potential risks involved (Sainio et al., 2012:593).

3. Radical creativity of the business model

Radical business model innovation occurs when the business model changes "simultaneously within more than one aspect or dimension". Similarly, note that adjusting more than one value component at a time can lead to more radical innovations. Besides the number of components affected by the changes, the extent of the changes must also be considered. In fact, the difference between incremental and radical business model innovation is related to the number of business model components affected, but also to the degree of innovation. When both are high, business model innovation is radical (Rayna & Striukova, 2014:4).

The third axis: the practical side

First: coding and characterization: -

Analyzing data easily and credibly, and extracting accurate results requires expressing them in a set of symbols that facilitate the statistical analysis of the data included in the analysis. Table (9) explains the description and coding of the variables and dimensions of the study.

Table () coding and characterization of the study variables

الفقرات	الرمز	الأبعاد	المتغيرات	ت
4	CV	**Competitive vigilance**	**Strategic vigilance STV**	**1**
4	TV	**Technological vigilance**		
4	MV	**Marketing vigilance**		
4	EV	**environmental vigilance**		
The total number of dimension paragraphs 16				
3	TR	radical innovation of technology	**Radical innovation RAI**	**2**
3	MR	Market innovation		
2	BR	Radical innovation of the business model		
The total number of dimension paragraphs 8				

Source prepared by the researcher

Second: descriptive statistics

1- Descriptive statistics of the strategic vigilance variable (independent variable)

The scale of this variable in its final form contains (16) items distributed over four dimensions, with (4) items for each dimension. And table () shows the results obtained:

After reviewing the statistical description of all dimensions of the variable of strategic vigilance and what resulted from the responses of the study sample regarding its sub-dimensions, the table () shows the descriptive statistics and the general arrangement of the dimensions of the field variable, which reflects the interest of the studied sample in these dimensions, as they are arranged as follows (for marketing vigilance, competitive vigilance, technological vigilance, and environmental vigilance) respectively.

As for the main variable, it achieved a general weighted arithmetic mean of (4.00) and its standard deviation value (0.191), which indicates the dispersion of the sample's answers from its arithmetic mean, and achieved a "high" level of response. This indicates that this variable has a high degree of importance according to the answers sample members.

Table () the descriptive statistics of the strategic vigilance variable

dimension	standard deviation	Relative importance	order of importance	Arithmetic mean
Marketing vigilance	4.04	0.372	%81	1
Competitive vigilance	4.03	0.437	%81	2
Technological vigilance	4.01	0.386	%80	3
environmental vigilance	3.95	0.394	%79	4
Strategic vigilance	4.00	0.191	%80	

Source: prepared by the researcher based on the program (SPSS.V.24).

2- Descriptive statistics of the fundamental creativity variable (the dependent variable)

The scale of this variable in its final form contains (8) items distributed on three dimensions, with (3) items for the radical innovation dimension of technology, (3) items for the radical innovation dimension of markets, and (2) items for the radical innovation dimension of the business model. And table () shows the results obtained:

After reviewing the statistical description of all dimensions of the radical creativity variable and what resulted from the answers of the study sample regarding its sub-dimensions, the table () shows the descriptive statistics and the general arrangement of the dimensions of this variable in the field, which reflects the extent of interest of the studied sample in these dimensions, as it was arranged as follows (radical creativity for business model, radical innovation of technology, radical innovation of markets) respectively.

As for the main radical creativity variable, it achieved a general weighted arithmetic mean of (4.02) and its standard deviation value (0.312), which indicates the dispersion of the sample's answers from its arithmetic mean, and the achieved relative importance amounted to (80%), and this indicates that this variable has It has a high degree of importance according to the answers of the respondents.

Table () descriptive statistics for the radical creativity variable

dimension	standard deviation	Relative importance	order of importance	Arithmetic mean
Radical innovation of the business model	4.11	0.543	%82	1
radical innovation of technology	4.03	0.534	%80	2
Market innovation	3.94	0.548	%79	3
Radical innovation	4.02	0.312	%80	

Source: prepared by the researcher based on the program (SPSS.V.24).

Third: hypothesis testing

1- The correlation between the independent variable (strategic vigilance) and the dependent variable (radical creativity)

The first main hypothesis:

The conclusion of this hypothesis is that there is a statistically significant correlation between strategic vigilance and radical creativity.

The table () indicates that there is a strong positive correlation with significant statistical significance between strategic vigilance and radical creativity with an amount of (0.415), which means that managers in the studied banks realize the importance of strengthening the relationship between the dimensions of strategic vigilance and radical creativity. Based on the foregoing, it is possible to accept the validity of the first main hypothesis and its meaning (the existence of a statistically significant correlation between strategic vigilance in its dimensions and radical creativity), which means that managers in the studied banks realize the importance of paying attention to these variables.

Table () Matrix of the correlation between strategic vigilance and radical creativity

independent variable / **dependent variable**	**Strategic vigilance**	Dimensions of strategic vigilance			
		Competitive vigilance	Technological vigilance	Marketing vigilance	environmental vigilance
Radical innovation RAI	.415**	. 38**	.449**	.272**	.450**
Sig. (2-tailed)	.000	.000	.000	.001	.000
decision (outcome)	There is a strong correlation with positive significance at the level of 0.01 between strategic vigilance and its dimensions and radical creativity.				
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: prepared by the researcher based on the program (SPSS.V.24).

1- The ether relationship between the independent variable (strategic vigilance) and the dependent variable (radical creativity)

The second main hypothesis:

The conclusion of this hypothesis: (There is a statistically significant effect of strategic vigilance on radical creativity) To test this hypothesis, a structure model was drawn, and figure () shows an explanation of the direct structural structure of strategic vigilance in radical creativity, as the table () shows that the more managers in the studied banks realize the importance of strategic vigilance, the more this leads to improving the radical creativity of the bank, in other words, the increase in vigilance The strategy by one standard weight leads to improving radical creativity by (0.398) and with a standard error of (0.76), which means that managers in the studied banks realize the importance of the impact of strategic vigilance on radical creativity by improving

table() direct impact results

track			**Standard rating**	**standard error**	**critical value**	**R2 value**	**Sig.**
strategic vigilance	---<	**Radical innovation**	0.398	0.76	5,8	0.320	0.001

Source: prepared by the researcher based on the outputs of (AMOS.V.24)

Sig.The fourth axis: conclusions and recommendations

First: conclusions

This topic reflects the results of the study derived from the process of statistical description and hypothesis testing, which are as follows:

1. The results of the study showed that the individuals in the study sample, bank managers, have a good level of competitive vigilance, and this indicates that there is a strong motivation and desire in the management of banks

towards collecting information and analyzing it into qualitative and quantitative ones in order to identify competitors' strategies, capabilities, objectives, and performance. Further, research and development efforts and all relationships with new products, markets, suppliers and technology are identified through which strengths and weaknesses are identified.

2. The results of the study revealed that the study sample individuals have a good level of technological vigilance capabilities, meaning that bank managers have good capabilities in monitoring economic, political, legal and cultural developments that affect the organization's activity, and allow organizations to monitor tax developments, financial law, market conditions, and situations Changing, consumer behavior.

3. The results of the study concluded that the study sample individuals have a good level of marketing vigilance, meaning that they have a high ability in researching, processing and distributing information related to the organization's markets, which is concerned with monitoring market development, consumer behavior and the introduction of new products.

4. The results of the study revealed that the individuals in the study sample, bank managers, have a good level of environmental vigilance, which means that the study sample has an insight into any situation characterized by awakening, excitement, or intense attention.

Second: Recommendations

To complement the requirements of the study, and in the light of the above theoretical frameworks for the subject of the impact of strategic vigilance on radical creativity through adaptive marketing capabilities, and the conclusions shown by field analyzes on the other hand, we review in the following a set of recommendations submitted to banks in general, and to the study sample banks In particular my agencies:

1. That the study sample banks pay great attention to developing competitive vigilance capabilities among bank managers, so that the organization can identify its current and potential competitors and all their policies that are concerned with the environment in which competing organizations develop, and with the aim of enabling the organization to achieve a competitive advantage in the market, and face intense competition in its sector, and collect Information from the competitive environment about the movements and activities of competitors

2. The need for the study sample banks to enhance and develop the technological vigilance capabilities of bank managers to improve the organization's ability to follow technological developments such as information systems, the Internet and software, which are considered components of its external environment, in order to enhance its competitive capabilities. It is the vigilance that the organization devotes to developing technology and diversifying their portfolio of ideas. technology and continuously improve their ability to achieve

3. Initiating a training and development program for bank managers, the study sample, to enhance their capabilities in the field of marketing vigilance capabilities with the aim of developing the process of searching, processing and distributing information related to the organization's markets, which is concerned with monitoring market development and consumer behavior and introducing new products for the purpose of predicting the capabilities and actions of competitors and responding to various pressures in the market, such as Changing consumer tastes and evolving desires, knowledge of the characteristics of suppliers and in general about public affairs and social policies

4. The need for banks to pay attention to creating a work environment that stimulates adaptive marketing capabilities through implementing new ideas, modifying existing product features to meet changes in customer demand, and modifying or developing existing products and services to enter new markets

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