

# The Effect of Strategic Vigilance on Organizational Excellence the Mediating Role of Strategic Foresight

Ramzi M. Altarawneh<sup>1</sup>

<sup>1</sup> Faculty of Art and Educational Sciences, Middle East University, Jordan

Correspondence: Ramzi M. Altarawneh, Faculty of Art and Educational Sciences, Middle East University, Jordan. E-mail: rtarawneh@meu.edu.jo

Received: March 15, 2022

Accepted: April 7 2023

Online Published: April 14, 2023

doi:10.5539/ijbm.v18n3p52

URL: <https://doi.org/10.5539/ijbm.v18n3p52>

## Abstract

This study aimed to identify the impact of strategic vigilance on organizational excellence through the mediating role of strategic foresight, the study was applied in the Jordanian commercial banks which are (13) banks. A questionnaire was used as to collect data to investigate the opinions of a sample of (217) managers. (171) questionnaires were collected. The most important findings the study reached were there are a statistically significant impact at the level of significance ( $P \leq 0.05$ ) of strategic vigilance on organizational excellence, and a statistically significant direct impact at the level of significance ( $P \leq 0.05$ ) of strategic vigilance on organizational excellence in the presence of strategic foresight. With the most notable recommendations: the Jordanian Commercial Banks should focus on strategic vigilance, as it is one of the most important means to improve organizational excellence, developing awareness among the leaders and employees of commercial banks about the fundamental, and entrepreneurship role of efficient management to anticipate the future and enhance organizational excellence. As well as enhancing the foresight capabilities, and mechanisms of strategic foresight for the future.

**Keywords:** strategic vigilance, organizational excellence, strategic foresight

## 1. Introduction

Most business organization managers around the world find it difficult to achieve targeted business performance due to the dynamic nature, open market competition. Firms in different industries around the world have experienced unstable performance, uncertain strategies to reacting to flexible policies, and unstable performance arising from challenges in the local and international business context (Arokodare & Asikha, 2020). Strategic vigilance enhances firm's preparedness to future, it is a powerful predictor for becoming an outperformer in the industry, attaining superior profitability, and gaining superior market capitalization growth. Organizations with strategic vigilance character gain strategic foresight in securing future superior performance and competitive advantage (Rohrbeck and Kum, 2018). Strategic foresight involves multiple stakeholders, creates value by providing access to critical resources ahead of the competition, preparing the organization for change, and permitting the organization to steer proactively toward a desired future to achieve prosperity (Baskarada et al., 2016). As companies aim to remain competitive in an increasingly complex, uncertain, and disrupted environment, the ability to understand and predicting the future becomes vital (Al-Tabbaa, 2021). For this reason, companies, regardless of the size and scope of their operations, show a growing interest in enacting corporate foresight (CF) (Fergani, 2020; Gordon et al., 2020).

## 2 Literature Review

### 2.1 Strategic Vigilance

Strategic vigilance is an essential practice enables companies to capture information from the organizational environment, which has been affected by the sustainability revolution (Salguero et al., 2019). Many researchers pointed out the importance of Strategic Vigilance as a mechanism for monitoring, following up, and obtaining information for decisions that enhance the competitiveness of institutions, and the customer's satisfaction (AlSayegh et al., 2017; Fadhiela & Dawood, 2018; Mahmoud & Mahdi, 2019). Strategic vigilance is an integrated monitoring process system searching for information from different parties related to organizations (commercial, competitive, technological, and environmental), enables the organization to take strategic decisions and achieve long-term excellence (Kasmi, 2021). Strategic vigilance is the ability of the organization to remain

aware, alert to detect changes, seize opportunities, and abort threats by collecting, analyzing, sharing information in the internal and external environments to achieve the organization's goals with maximum efficiency and effectiveness (Hadi & Mizher, 2020). Strategic vigilance means inquiring about technological innovations, competitors' behaviors, knowing their strategies, new consumer desires, and contributing to monitoring the environment to access, test, and disseminate information to improve decisions in the organization (Alhimyari et al., 2020).

### 2.1.1 Types of strategic Vigilance

#### 2.1.1.1 Technological Vigilance

Technology vigilance has become an essential strategic variable, and constant element of excellence (Fadhiela & Dawood, 2018). Technological vigilance refers to monitoring and analysis the technological environment by the organization in order to identify opportunities and threats. Its helping organization to know new technologies related to work activity, and works to enhance competitiveness in the event of its exploitation by acquiring technological innovations (Al-Yasiri et al., 2022). Technological vigilance is the activity that using legitimate techniques to monitoring what happening at the scientific, technical and technological environment of developments, organization collecting information, analysing, and dissemination of strategic one that allows the institution to predict, and facilitate developments process of creativity (Qadri, 2019).

#### 2.1.1.2 Environmental Vigilance

This type of vigilance concerns the remaining elements in the environment of the organization that not be taken by the previous types, it is also known as a comprehensive vigilance concerned with monitoring economic, political, legal, demographic and cultural developments that affect one way or another (Al-Yasiri et al., 2022). Environmental vigilance seeks vigilance, and continuous monitoring by collecting information related to all environmental events, and developments that occur in organizations and their surroundings. The implementation of environmental vigilance is a difficult task for organizations, since it concerns a wide aspect of the environment, the organization must deal with the information with great care in terms of analyzing, processing, and sending it to decision-makers so they can determine the basic information in the vigilance process (Kasim et al., 2021).

#### 2.1.1.3 Competitive Vigilance

Its a set of activities that organization use to identifies their current or potential competitors in financial, and economic terms (workers, brands, investments, projects in progress), this type of vigilance aims to monitor the strengths, weaknesses of the organization in terms of manufacturing and costs, Knowing the strategies of competitors, thier decisions, that will affect the organization future (Shawabkeh, 2019). The process in which the organization determines its potential & current competitors, by collecting, and analyzing information to qualitative & quantitative to recognize competitors' strategies, abilities, goals, and performance. Further, to determine (R&D) efforts and all relations with products, markets, suppliers and new technology, it is a competitive inquiry, which through strengths and weaknesses are identified, it should be noted that competitive vigilance focuses on current competitors as well as on new entrants (Alshaer, 2020).

#### 2.1.1.4 Marketing Vigilance

This type of vigilance relates to customers, defining their needs, responding to them, focusing on suppliers, and building long-term relationships with them, It focuses on suppliers, and customers to develop goods and services where market vigilance information intersects with competitive vigilance information (Omran & Abuongem, 2019). Marketing vigilance activity is concerned with studying the marketing (commercial) relationship between the organization and its suppliers and customers, and through it, the organization monitors parts of the market. It identifies its strengths and weaknesses by dealing with its suppliers and customers. following up on the development in consumers' needs and behaviors, and suppliers' offers and realizing their marketing skills and growth rates in the market (Al-Shilma and Al-Bayati, 2020).

### 2.2 Organization Excellence

Organizational excellence is a management philosophy related to how to reach tangible results in the organization to achieve some balance to meet the needs of all organizational stakeholders; or the society, within a culture of learning, creativity, and continuous improvement, excellence is defined as the skill of managing organization, and achieving objectives based on a set of practices that include focusing on results, caring for clients, leadership, goal stability, process management, continuous improvement, creativity, mutual benefits among institutions, social responsibility and accomplishing interests for individuals and society (Waswas & Jwaifell, 2019). Organizational excellence refers to the organization's ability to achieve superior performance

focusing on the basic pillars that constitute the main components of excellence in an organization, organizational excellence helps organizations excel in all areas of their activities, enables them to achieve, and maintain outstanding levels of performance that meet their expectations (Manna,2022).

### 2.2.1 Organisational Excellence Dimensions

#### 2.2.1.1 Leadership Excellence

Excellence in leadership is the most important pillar of organizational excellence, so we find that all organizations seek to excel in leadership, as contemporary and modern administrations require superior leadership capabilities, to become highly capable of keeping pace with all changes, whether in the external environment or the internal environment (Abu Naser and Al Shobaki, 2018:15). And leadership that works to develop the vision, values, and cultures. that establish organizational excellence, thus ensuring the continuous improvement and development of work systems to serve organizational excellence (Alrawashdeh and Altaany, 2019:89). The role that leadership plays is a pivotal role that enhances knowledge exchange behaviors through training courses. and development for working individuals (Shamia et al., 2019:7).

#### 2.2.1.2 Culture Excellence

Organizational culture is a common system of values, beliefs, ideologies, behaviors, and philosophy adopted by the organization among its members, that affects the level of behavior, performance, and ultimately determines the identity of the organization, their reaction and behavior at internal environment (Al-Shahrani, 2017, 44) . The organizational distinction culture is an expression of the values of individuals influences an organization, their decisions, management style, their relationships and interactions with their subordinates, it is a composite fabric of ideas, beliefs, customs, traditions, ways of thinking, behavioral patterns, and common expectations among workers in the same organization, affects its employees, shaping their personalities, control their experiences, and at the same time affects the organization to reflected in the quality of its services, performance efficiency, the quality of outputs, and its ability to achieve excellence ( Jaazi & Jamal,2021).

#### 2.2.1.3 Service Excellence

The superiority of services is often seen as understanding the needs, desires of customers, and therefore the result of this superiority is to obtain customer satisfaction, business organizations must strive to achieve organizational excellence, most of the starting points for excellence awards are focusing on customers and taking care of them by meeting their needs and desires and paying more attention to them ( Hammad et al .,2022).

#### 2.2.1.4 Organizational Structure

The organizational structure is defined as the framework that shows the internal structure of organizations, sub-organizational units that carry out various work, and activities to achieve the organizational goal, build relationships, lines of authority, and channels of communication, the internal and external changes that organizations go through, and it is variable with the change in time and circumstances, the distinction organizational structure represented the ability of the structure to determine the nature of relations between business, units, and divisions of an organization in addition to effective cooperation between the parts of the organizational structure and clarifying the limits of authority and responsibility in a way that contributes to the performance of the required tasks to achieve desired organizational goals (Al-Edeh,2020).

#### 2.2.1.5 Customer Excellence Centric Focus

Gaining complete satisfaction of all clients together by achieving real value for them on an ongoing basis on the basis that the last decision of the customer depends on his opinion to service or commodity quality, and this requires all organizations to move from focusing on service providers to the service recipient, working on identify customer current and future needs, It also requires the organization to supporting its performance, identify works obstacles, define it, and diagnose the error to build a distinguished relationship with all clients (Amayreh,2021).

#### 2.2.1.6 Human Resources Excellence

The distinction of workers makes them engaged in work, where they dedicate all their efforts, feelings, and perceptions to achieving goals organization, and organizations should work to promote organizational justice Equality, taking care of employees, communicating with them, rewarding and appreciating them in a way that motivates them, develops their commitment, and enables them to employ their skills and their knowledge for the benefit of the organization to achieve excellence (Al-Ajeeb & Al-Najjar,2022).

### 2.3 Strategic Foresight

Corporation foresight evolved in the 1950s in two main schools, the french ‘prospective school’ (focus on collaborative systems thinking), and the (US RAND) corporation laid the foundation for the “strategic foresight” school (focus on future anticipation methods), until the early 1990s, CF activities followed a predominantly quantitative approach, focussing on the prediction of developments applying numerical information (Walton et al., 2019). However, the anticipation of the future follows a significantly different approach, where by companies apply a variety of tools across different hierarchical levels, to understand future challenges (Gordon et al., 2020). These newer approaches characterized by the willingness to exploit CF benefits by applying them in different contexts such as product development, innovation management, or organizational change (Marinkovic et al., 2022). Strategic foresight is an important process to identify the activities, processes that help decision-makers chart a course for the organization's future work, examine the flexibility of current policies to future circumstances, identify consequences, and develop actions that enhance the situation desirable, within a participatory approach that considers all stakeholders use through Quantitative, qualitative, and cognitive methods, reading the past and present, study the environment surrounding the organization, build Scenarios, and development of strategic alternatives (Calof et al., 2020). Building scenarios is one of the most common used methods of strategic foresight, and through which more than one scenario is developed for the proposed alternatives, and as companies face the modern world, a lot of challenges that It require a future vision, and more foresight, the construction of scenarios can help explore, interpret and bring about change (Al-Ajeeb & Al-Najjar, 2021). The traditional forms of forecasting fail to make the right response to the challenges of the surrounding environment; which requires aspiration to help organizations understand the complexity of the process of merging between foresight and strategic management through two dimensions: the individual dimension: that is, the human ability to think, in the future responding to future possibilities and the organizational dimension, insightful thinking enables organizations to do just that in long-term adaptation to external changes (Vecchiato et al., 2019).

## 2. Methodology

### 2.1 Research Questions and Framework

All production and service sectors, including the banking services sector, facing accelerating pace of challenges (economic, technological, technical, and informational) changes that obligated these sectors to adapt with, and respond quickly to ensure their superiority to be able to occupy a competitive, and maintain efficient performance and excellence in their organizational management according to a set of administrative activities and processes, marketing, productivity, and financial services to outperform its competitors and achieve satisfaction for stakeholders by its distinction in several dimensions such as (human resources, cultur, structural, leadership, and service excellence), the concept of strategic vigilance has emerged as one of the requirements for understanding the relationship between these institutions, and their external environment, to take advantage of possible opportunities, avoid threats if possible by monitoring the business environment, collecting information about everything new, and anticipating what is happening in surroundings, strategic caution and vigilance becomes a key factor for commercial banks to adapt to changes, and their success by providing information on the various elements of their business environment from competitors, customers, technology and many other aspects, and in everything that affects the state of competition, the need increased for these banks to enhance their dynamic capabilities by absorbing, introducing modern ideas, and trends that enhance their ability to foresee the future, and predict it to enhance the effectiveness of their required performance, and achieve organizational excellence more than other competitor banks, the problem of the study is clarified by answering the following main question (Did strategic vigilance have an impact on organizational excellence in the presence of strategic foresight as a mediating variable? and other sub-questions as follow:

- I. what is the impact of strategic vigilance on organizational excellence in Jordanian commercial banks?
- II. what is the impact of strategic vigilance on organizational excellence through the existence of strategic Foresight and the mediating role of strategic foresight in Jordanian commercial banks?
- III. What is the relative importance of strategic vigilance, organizational excellence, and strategic foresight in commercial banks?
- IV. What is the impact of strategic foresight on the relationship between strategic vigilance and organizational excellence in Jordanian commercial banks?

## 2.2 The Study Model

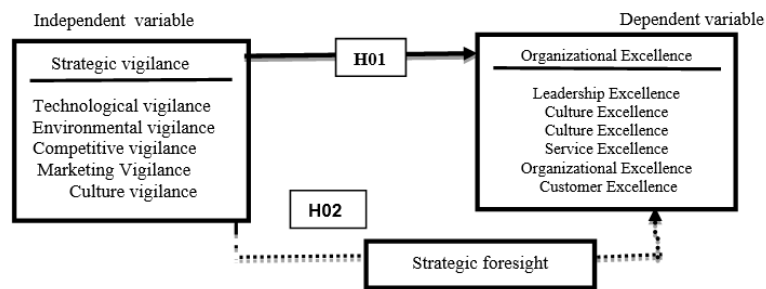


Figure 1. Research framework

Sources. Independent & Dependent variable: (Jaazi & Jamal 2021; Hammad, 2022; Waswas & Jwaifell., 2019; Hassoun &Taha,2022; Alnoori & Al-Janabi, 2022).

Mediating variable: (Qaddouri & Al-Alusi, 2018; Mahmood et al ., 2022; Ouedraogo, 2023; Vishnevskiy et al., 2020).

This framework also formulates our hypothesis:

(H<sub>01</sub>): Strategic vigilance by its dimensions: (Technological, Environmental, Competitive, and Marketing) have a positive impact on organisational excellence by its dimensions: (Leadership, Culture, Service, Organizational, Customer, Human resources) in the Jordanian Commercial Banks.

(H<sub>02</sub>): Strategic foresight has a positive mediating role in the relationship between strategic vigilance and organisational excellence in the Jordanian Commercial Banks

### 2.3 Target Population, Sample Description, And Data Collection

This study is designed to determine the effect of strategic vigilance on Organisational excellence through the presence of Strategic foresight in Jordan Commercial Banks as a part of the Jordanian banking sector was chosen, which are (13) banks. The study population consisted of all managers in these banks, which are approximately (410) managers. A simple random sample with a size of (217) managers was adopted. The questionnaire was distributed to the sample with (78.8 %) response rate, so the final sample size is (171) managers, and this percentage is acceptable statistically (Al-Najjar et al., 2018).

The primary data was collected using a questionnaire designed as follows: The first part: includes the personal and functional characteristics of the sample members (gender, age, educational qualification, job title, experience. Part two: the questions that measured the independent variable (strategic vigilance) after reviewing a number of previous studies (Qadri,2019; Al-Yasiri et al., 2022; Kasim et al., 2021). Part 3: measured the dependent variable (Organisational excellence) after reviewing a number of previous studies (Hammad et al., 2022; Manna, 2022; Jaazi, 2021). The questions that measured the mediating variable (Strategic foresight) after reviewing a previous studies (Gordon et al.,2020; Vecchiato et al .,2021). Each respondents rated their degree of agreement with the statements in the questionnaire using a five-point Likert scale (strongly agree = 5, agree = 4, neutral = 3, disagree = 2, and strongly disagree = 1). The secondary data include books, previous studies, academic journals, etc., to formulate hypothesis, and determine the theoretical framework of the study.

The basic characteristics of the sample are shown in the following table.

Table 1. Characteristics of the study sample

Percentage	Frequency	Category	Variable
63.2	108	Male	Gender
36.8	63	Female	
21.1	36	Less or 30 year	Age
24.0	41	31 - 40 years	
39.2	67	41 - 50 year	
15.8	27	51year and above	
100.0	171	manager	Career level
5.8	10	Diploma	
75.4	129	Bachelor's degree	qualification
18.7	32	Highly study	
20.5	35	Less or 5 years	work experience
17.0	29	6 - 10 year	
25.1	43	11 -15 year	
37.4	64	16 and above	
100.0	171	Total	

There are (171) respondents in the entire sample, (36.8) are female, and (63.2) are Male. Most respondents have Bachelor's degree education (75.4%). On average, the respondents were middle-aged (M=39.2) manager . Most respondents have a (16) years and above, with experience (37.4).

### 3. Data Analysis

#### 3.1 Validity, Reliability and Stability of the Questionnaire

Verifying the validity, stability and reliability of the study instrument to measure the internal consistency between its paragraphs. It was presented to a number of academics, and specialists in the field of strategic management to express their opinion, based on the suggestions and observations they provided, the required amendments were made, which included some words of the paragraph according to structure, language and content. Cronbach's alpha coefficient analysis showed the stability and reliability of the study tool, as the result of the stability coefficient was about (70%), which is thus less than the statistically acceptable percentage (Hire et al., 2018). table 2.

Table 2. Coherence coefficient values for the study instrument paragraphs

The value of Cronbach Alpha	coefficient	number of paragraphs	Study dimensions	N.
.714		20	Strategic vigilance	1
.788		20	Organizational Excellence	2
.753		20	Stratigic foresight	3

Table 2 indicate that all the values of the Cronbach alpha consistency coefficient for the variables paragraphs of the independent variable, and the dependent variable, and the mediating variable ranged from (.714 - .788). It is noted that all the values have exceeded the minimum allowable (70%). This is an indication of the existence of internal consistency to the study instrument, and its stability, and reliability for statistical analysis (Hire et al., 2018).

The data was entered into the computer's memory, and the SPSS program was used to process this data and find out the number of extracted factors. An exploratory factor analysis was carried out using the Principal Components Analysis (PC) method. Table 3 shows the results of the exploratory factor analysis:

Table 3. Exploratory factor analysis of the study tool

SV	
Eigen value	3.526
KMO	0.673
Bartlett's test of Sphericity	505.191
Sig.	0.00
OE	
Eigen value	4.592
KMO	0.755
Bartlett's test of Sphericity	743.958
Sig.	0.00
Sfors	
Eigen value	2.592
KMO	0.561
Bartlett's test of Sphericity	76.275
Sig.	0.00

It is noted from the results of the aforementioned table 2 that all Eigen Values were greater than (1), all KMO values were greater than (0.50) (Hair, et al., 2010), and all values of Bartlett's test of Sphericity were a function Statistically at the level of statistical significance ( $p = 0.05$ ), and all the values of the factors were assigned to one factor and their values were more than (0.40). The results of the exploratory factor analysis indicate that the study tool has a high degree of constructive validity (0.80) (Gujarati, 2018).

### 3.2 Descriptive Statistics for Main Variables

To identify the attitudes of the study sample members about the main variables of the study model, arithmetic averages, standard deviations, Skewness, Kurtosis, and relative importance, were used for each variable, and the results as in table 4.

Table 4. Arithmetic averages and standard deviations of the study sample

	N	Minimum	Maximum	Mean	Std.		Skewness	Kurtosis	St.v
					Deviation	Statistic			
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	siq	Statistic	St.v
SV	171	3.20	4.50	3.764	.277	-.156	.026	.625	.524
OE	171	3.08	4.68	3.874	.285	-.589	.526	3.612	.315
Sfor	171	3.00	5.00	3.845	.420	-.456	.421	4.215	.220
Valid	N171								
(list wise)									

Table 4 indicates that the level of the relative importance of the dependent variable (OE) came in firstly, and second place comes (Sfor) at high relative importance. In third place comes the independent variable (SV). all the Skewness coefficient and Kurtosis test values came between ( $3 \pm$ ) which indicated that the data follow the normal distribution (Hire et al., 2018).

### 3.3 The Hypothesis Testing

It was confirmed that there was no high correlation between the independent variables (multi-collinearity) by using the coefficient of variance inflation test (VIF) (Variance Inflation Factory), and the test of permissible variance (Tolerance), taking into account that the coefficient of variance inflation does not exceed the value (10), and the Permissible variance test value is greater than (0.05) as it in table 5, which mean that there is no problem with statistical models (Hire et al., 2018).

Table 5. Results of the (multi- collinearity) analysis

Model(Constant)		Collinearity Statistics	
		Tolerance	VIF
1	SV OE	0.917	1.09

(H<sub>0</sub>1): Strategic vigilance by its dimensions: (Technological, Environmental, Competitive, and Marketing) have a positive impact on organisational excellence by its dimensions: (Leadership, Culture, Service, Organizational, Customer, Human resources) in the Jordanian Commercial Banks.

Table 6. Results of the simple linear regression

Coefficients				ANOVA			Model Summary		variable		
Sig	t*	T	Standard error	B	Statement	Sig	F*	DF	F	R <sup>2</sup>	R
0.000	7.062	.249		.547	SV	.000	1	72.15	<b>.299</b>	<b>.547</b>	OE

Table 6 shows the results of the statistical test, which is represented by Strategic vigilance by its dimensions: (Technological, Environmental, Competitive, and Marketing), on organisational excellence by its dimensions: (Leadership, Culture, Service, Organizational, Customer, Human resources), from (Model Summary) notes that the value of the correlation coefficient (R =.547), the value of the coefficient of determination for SV is (R<sup>2</sup> = .299), which means that SV explained (29.9%) of the variance in OE with its dimensions, and this indicates average positive explanatory power that reflects the strength of the study model.

Analysis of variance (ANOVA) showed that the calculated value (F= 72.15) at the level of significance (Sig .F=0.000), this confirms the significance of the regression at the level of P ≤ (0.050), at (DF= 1). Table 6 indicate that the coefficients value of (β) for individual relationships between both variable (dependent, independent) (.547), the value of (t) amounted to (7.062) at the significance level (Sig.t=.000), which indicates that the effect of this dimension is significant. Therefore, we can't accept the first main null hypothesis, and accept the alternative one that says: "Strategic vigilance by its dimensions: (Technological, Environmental, Competitive, and Marketing) have a positive impact on organisational excellence by its dimensions: (Leadership, Culture, Service, Organizational, Customer, Human resources) in the Jordanian Commercial Banks.

(H<sub>0</sub>2): Strategic foresight has a positive mediating role in the relationship between strategic vigilance and organisational excellence in Jordanian Commercial Banks .

To test this hypothesis, a path analysis in the Amos (SEM) program supported by the statistical package program (SPSS) to verify the presence of direct and indirect impact of the strategic vigilance in its combined dimension in achieving organizational excellence in the presence of the strategic foresight in Jordanian Commercial Banks.

The SEM technique was used through Amos software to analyze the mediation of Sfor in the relationship between SV and OE, where it is clear that all paths were statistically significant as all P-values were less than (0.05), meaning that there was a statistically significant mediation of Sfor in the effect of SV on OE. table 7, figure 2.

The mediation type was partly due to the presence of a strong direct effect of SV on OE and based on the above results, we reject the null hypothesis and accept the alternative say; Strategic foresight has a positive mediating role in the relationship between Strategic vigilance and Organizational excellence in the Jordan Commercial Banks.

Table 7. Mediation analysis (Amos v.23)

			Estimate	S.E.	C.R.	P	Label
SF	<---	SV	.391	.059	6.626	***	
OE	<---	SF	.249	.036	6.896	***	
OE	<---	SV	.305	.031	9.791	***	



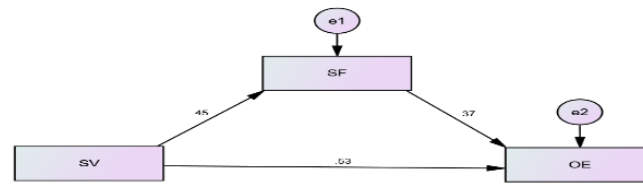


Figure 2. Standardized path model

#### 4. Discussion, Conclusions and Findings

The results of the descriptive analysis of the main variables indicated a high level of interest in the variables (SV), (OE), and (Sfor), this result is consistent with the results of (Walton et al., 2019; Waswas & Jwaifell, 2019) studies, which indicate that Jordanian commercial banks adopted (SV, OE, Sfor) as a strategic approach, to (develop their business, create value, achieve gain, economic benefits, and maximize (results, economic effects, profitability, and realization of benefits for various stakeholders), reaching the expectations of customers, suppliers and the surrounding community.

There is an average statistically significant effect of strategic vigilance on organizational excellence, as strategic vigilance explained (29.9) % of the variance in organizational excellence.

The results of the descriptive analysis of the second hypothesis, Figure 3 shows that the value of the indirect effect, which amounted to (0.82), is greater than the value of the direct effect, which amounted to (0.53) % in organizational excellence, while indirect effect passing through strategic foresight formed (61)% of the total effect, so this value indicates its compatibility with the study methodology and directions, confirms the acceptance of the hypothesis, and it was found that the managers in the banks that were researched used Strategic vigilance to achieve organizational excellence, as the results of the statistical analysis showed that there is a strong relationship with the strategic model in the relationship between organizational excellence and strategic vigilance.

Based on the previous results, the study recommended:

- I. The need for Jordanian commercial banks to focus on strategic vigilance to achieve organizational excellence sustainability.
- II. Reinforcement creative, and innovative behavior of leaders and employees at various administrative, and organizational levels,
- III. Take advantage of digital development, high technology, and high-speed Internet to enhance opportunities for information and knowledge exchange.
- IV. Establishing specialized organizational and administrative units to explore the future.
- V. Conducted more studies in strategic vigilance, organizational excellence, and strategic foresight, using other variables, or conducted in other workplaces or different sectors.

The results of this study must be viewed very carefully, bearing in mind some limitations. Whether it is related to the study population, which is a very homogeneous professional community, is probably difficult to accurately describe, in addition to some limitations of this type of applied research and related to methodology. All required measurements of error and fit described in the relevant literature applied in this research have been made, and we can never be confident enough in the strength of conclusions and in minimizing errors and random effects.

#### References

- Abu, N. S., & ALshobaki, M. J. (2018). Organization Excellence and the extent of Its Clarity in the Palestinian universities from the perspective of Academic staff. *International Journal of information Technology and Electrical Engineering*, 6(2), 10-22.
- Alajeeb, A. T., & Al Najjar, F. J. (2022). The Impact of Strategic Thinking on Organizational Excellence: The Mediating Role of Strategic Foresight in the Winner Organizations of King Abdullah II Prize for Excellence for the Private Sector in Jordan. *Zarqa Journal for Research and Studies in Humanities*, 22(1), 2022. <https://doi.org/10.12816/0060280>
- Al-Edeh, S. N. (2020). *The impact of skillful leadership behaviors on organizational excellence: the mediating*

- role of strategic vigilance: an applied study on Aspire Zone, Qatar*. College of Graduate Studies, Mutah University / Jordan
- Al-himyari, B. A., & Al-Murshidi, R. K. (2020). The Mediating role of strategic improvisation in the relationship between strategic learning and organizational excellence. *International Journal of Innovation, Creativity and Change*, 13(8), 31.
- Alnoori, A. S. A. H., & Al-Janabi, A. A. L. (2022). The Role of Strategic Vigilance in Crisis Management. *Journal of Positive School Psychology*, 6(6), 7711-7745.
- Alrawashdeh, K., & Altaany, F. (2019). The Role knowledge management requirement on organizations excellence (A Field of study in Jordan, Aqaba special Authority Zone). *International Journal of Applied Engineering Research*, 14(1), 85-91.
- AlSayegh, M. J., AlShammary, S. H., & AlKariawy, M. T. (2017). The Characteristics of Smart Organization and its Impact on Strategic Vigilance: An Applied Study in Asia cell Telecommunication Mobile Services. *Al-Qadisiyah Journal for Administrative and Economic Sciences*, 19(3), 80-98.
- Alshaer, S. A. (2020). The Effect of Strategic Vigilance on Organizational Ambidexterity in Jordanian Commercial Banks. *Modern Applied Science*; 14(6). <https://doi.org/10.5539/mas.v14n6p82>
- Al-Shahrani, N. A. H. (2017). *The Role of Academic Competency Management in Achieving Organizational Excellence at King Khalid University*. College of Education, King Khalid University, Saudi Arabia.
- Al-Shilma, M., Abdullah, A., Al-Bayati, B., & Ghanem, H. (2020). Integrated organizational vigilance and supply chain impacts on the quality of work life: a survey of the views of employees at ibn al-atheer teaching hospital for children. *International Journal of Supply Chain Management*, 9(1), 205-811. Retrieved from <http://excelingtech.co.uk/>
- Al-Tabbaa, O., Lopez, C., Konara, P., & Leach, D. (2021). Nonprofit organizations and social-alliance portfolio size: Evidence from website content analysis. *Industrial Marketing Management*, 93, 147-160.
- Al-Yasiri, H. M. N., Al-Yasiry, A. G. M., Nehme, A. H. (2022). The Role of Strategic Vigilance in Applying the Porter Model of the Five Forces in A Sample of Private Hospitals. *International Journal of Research in Social Sciences and Humanities*, 10(6). <https://doi.org/10.37648/ijrss.v10i04.022>
- Amayreh, K. T. (2021). The role of knowledge management in delivering the organization to the state of performance excellence: Mediating role of technological vigilance, *Management Science Letters*, 11, 1277-1286. <https://doi.org/10.5267/j.msl.2020.11.0011>
- Arokodare, M. A., & Asikhia, O. U. (2020). Global Journal of Management and Business Research: *Administration and Management*, 20(3). *International Research Journal*.
- Baskarada, S., Shrimpton, D., Ng, S., Cox, D., & Saritas, O. (2016). Learning through foresight. *Foresight*, 18(4). <https://doi.org/10.1108/FS-09-2015-0045>
- Calof, J., Meissner, D., & Vishnevskiy, K. (2020). Corporate foresight for strategic innovation management: the case of a Russian service company. *Foresight*, 22(1), 14-36. <https://doi.org/10.1108/FS-02-2019-0011>
- Fadhiela, A., & Dawood, S. (2018). The Role of Strategic Vigilance in the Operational Performance of the Banking Sector: Field Research in a Sample of Private Banks. *European Journal of Business and Management*, 10(21), 1.
- Fergnani, A., Hines, A., Lanteri, A., & Esposito, M. (2020). Corporate Foresight in an Ever-Turbulent Era. *European Business Review*, 26-33. <https://doi.org/10.1016/j.jbusres.2022.01.097>
- Gordon, A. V., Ramic, M., Rohrbeck, R., & Spaniol, M. J. (2020). 50 Years of Corporate and Organizational Foresight: Looking Back and Going Forward. *Technological Forecasting & Social Change*, 154, 119966.
- Hadi, D. A. R., & Mazhar, A. A. (2020). Intelligence and strategic vigilance and their impact on achieving organizational success, a survey of the opinions of administrative leaders at Al-Muthanna University on the implementation of the government program for the year 2018-2022. *Al-Muthanna Journal of Administrative and Economic Sciences*, 10(1), 23-46. <https://doi.org/10.18081/MJAES/2020-10/23-46>
- Hammad, A. J., Najim, N. S., & Abed, W. D. (2022). The Impact of Knowledge Management Infrastructure in Achieving Organizational Excellence an Exploratory Study of the Opinions Study of a Sample of Teachers at the University of Tikrit. *World Economics & Finance Bulletin (WEFB)*. Retrieved from <https://www.scholarexpress.net>

- Hassoun, H. H., & Al-Taha, S. M. (2021). Strategic Vigilance and its Role in Promoting Entrepreneurship of Business Organizations/ an Exploratory Study of the Opinions of a Sample of Faculty Staff at Al-Hadbaa University College. Hadbaa University College". *Tanmiyat AL-rafidian*, 40(132), 321-343, <https://doi.org/10.33899/tanra.2021.130424.1103>
- Jaazi, S. A., & Jamal, D. H. (2021). The Effect of the Dimensions of Strategic Vigilance on Organizational Excellence an Applied Study of Premium Class Hotels in Baghdad. *Palarch's Journal of Archaeology of Egypt/Egyptology*, 18(8).
- Kasim, M. J., Ali, J. H., & Asahaq, N. H. (2021). Strategic Vigilance and its Role in Entrepreneurial Performance: An Analytical Study of the Views of a Sample of Managers in the Ur Company in Nasiriya, Iraq. *Multicultural Education*, 7(1). <https://doi.org/10.5281/zenodo.4427459>
- Kasmi, K. (2021). The Impact of Strategic Vigilance on E-management in the National Railway Transport Company (SNTF). *Journal of Information Technology Management*, 13(2). <https://doi.org/10.22059/jitm.2021.80364>
- Mahmood, N. A. S., & Mahdi, H. M. (2019). Types of Strategic Vigilance as an Entrance to Strategic Renewal, *Tikrit Journal of Administrative and Economic Sciences*, 15(47). <https://doi.org/10.33899/tanra.2021.130424.1103>
- Mahmoud, N. A., & Mahdi, M. H. (2019). The types of Strategic Vigilance of introduction to Strategic Renewal an Exploratory Study of the Opinions of a Sample of the Administrative Leaders in Diyala General Company for Electrical Industries. *Tikrit Journal of Administration and Economics Sciences*, 15(47), 1-18.
- Manna, Y. H. Y. (2022). The impact of organizational integrity on organizational excellence: a field study Workers in commercial banks affiliated to the public sector. *Scientific Journal of Financial Studies and Research and Commercial*, 3(2), 1-42.
- Marinkovi'c, M., Al-Tabbaa, O. K. C., Zaheer, W. J. (2022). Corporate foresight: A systematic literature review and future research trajectories. *Journal of Business Research*, 144, 289-311. <https://doi.org/10.1016/j.jbusres.2022.01.097>
- Omran, H., & Abuongem, M. (2019). The role of strategic vigilance in achieving strategic success Field study at Libyana mobile phone company Sabha. *Journal of Pure & Applied Sciences*, 18(2), 88-100.
- Ouedraogo, A. (2023). *The Global Development Cooperation Futures Initiative Request for Proposals: Strategic Foresight Consultant*, Canadian Council for International Cooperation. Canada. Retrieved from <https://policycommons.net/artifacts/3445743/the-global-development-cooperation-futures-initiative-request-for-proposals/4245879/>
- Qaddouri, F. M., & Al-Alusi, W. M. F. (2018). The Role of Strategic Foresight in Achieving Organizational Excellence According to the Perspective of Strategic Flexibility. Kirkuk University. *Journal of Administrative and Economic Sciences*, 8(1), 144-145.
- Qadri, M. (2019). The impact of the enterprise environment on the activity of strategic vigilance in the economic enterprise - a field study of a sample of the Algerian industrial fabric. *Journal of Business and Trade Economics*, 5(2), 55-40.
- Rohrbeck, R., & Kum, M. E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. *Technological Forecasting and Social Change*, 129, 105-116.
- Salguero, G. C., Gámez, M. Á. F., Fernández, I. A., & Palomo, D. R. (2019). Competitive intelligence and sustainable competitive advantage in the hotel industry. *Sustainability (Switzerland)*, 11(6), 1-12. <https://doi.org/10.3390/su11061597>
- Shamia, M. J. A., Mazen, J. A., Naser, S. S., & Abu, A. Y. M. (2019). Using the Asian knowledge model (Apo) as a Determinant for performance excellence in universities-Empirical study at Al-Azhar university – Gaza international. *journal of information technology and electrical Engineering*, 7(1), 1-19.
- Shawabkeh, K. M. (2019). The impact of strategic vigilance on the effectiveness of decision-making: the modified role of decision support systems (a study of its application to Jordanian pharmaceutical companies). *Jordan Journal of Applied Sciences*, 21(2), 1-26.
- Vecchiato, R., Favato, G, Maddaloni, F., & Do, H. (2019). Foresight, cognition, and long-term performance: Insights from the automotive industry and opportunities for future research. *Futures Foresight Sci*, 2(25), 1-13. <https://doi.org/10.1002/ffo2.25>

- Walton, S., O’Kane, P., & Ruwhiu, D. (2019). Developing a theory of plausibility in scenario building: Designing plausible scenarios. *Futures*, *111*, 42-56. <http://dx.doi.org/10.1016/j.futures.2019.03.002>
- Waswas, D., & Jwaifell, M. (2019). The Role of Universities' Electronic Management in Achieving Organizational Excellence: Example of Al Hussein Bin Talal University. *World Journal of Education*, *9*(3). <https://doi.org/10.5430/wje.v9n3p53>

### **Copyrights**

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).