

The Role of Strategic Vigilance in Crisis Management

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Abstract

The research aims to diagnose the role of strategic vigilance as an influential variable in crisis management as a responsive variable in a sample of private sector hospital formations in Anbar province as a research community, the researcher adopted the analytical descriptive approach, and applied to a deliberate sample according to the method of comprehensive inventory where the number of (81) members (managers, assistant managers, department managers, division managers), and adopted the As a key tool for collecting data on research variables related to the practical aspect, which included (45) paragraphs as well as field visits and meetings that enhanced the data collection process, which were processed and analyses using a number of statistical tools (Alpha Cronbach test, proxy working analysis, percentages, computational medium, standard deviation, coefficient of variation, natural distribution test, Pearson correlation coefficient, and multiple linear regression model) Through statistical analysis programs (SPSS V.23) and (AMOS V.23) to reach the results of the test of major and sub-search hypotheses.

The research reached a range of results, the most important of which is (the existence of relationships and positive moral impact of the change in strategic vigilance in its dimensions in the management of the crisis in its dimensions in the researched hospitals).

In light of the findings of the research, a number of recommendations were made, the most important of which was the need to invest in the positive impact of strategic vigilance in private sector hospitals in Anbar province, thereby enhancing their performance by providing the necessary information to manage current and future crises.

Keywords: Strategic Vigilance, Crisis Management, Private Sector Hospitals in Anbar Province.

Introduction

Today's world in which organizations, including private health sector organizations, live is uncertain and subject to many technological, competitive, marketing or environmental changes, whether social, economic, political or otherwise, and rapid changes in the environment make it difficult for the organizations they operate to keep up with, and organizations as they are. Dynamic elements that grow and evolve may be affected by these variables, and in such a competitive atmosphere, organizations are required to track and monitor everything that surrounds them at all levels by combining the internal environment of the organization with changes that may occur in the external environment. All of this prepares for (strategic vigilance and is one of the organization's contemporary concepts in strategic management of proactive information, analysis and use to remain in a leading position ahead of competing organizations, and the method of collecting information is done in a variety of scientific ways and methods, and strategic vigilance

is about providing information that helps decision-making.

As for (crisis management, it is an essential feature of contemporary organizations in the third millennium because of the dynamism and complexity of the business environment as mentioned, all organizations are vulnerable to crises and their effects, and we do not know when the crisis occurs and how we cannot predict anything, The crisis often coincides with the element of surprise, which requires the ability to anticipate and avoid it by having the organization highly skilled in managing and responding to it when it occurs, and perhaps paying attention to strategic vigilance may be one way to counter it, adapt and adapt to sudden and unexpected variables in advance, as the crisis for the Organization means a critical moment and a turning point regarding its fate and reasons for its survival.

Accordingly, the research was concerned with studying the problem related to determining the

nature of the relationship and the impact between strategic vigilance and crisis management, and to show what the ability of organizations to find a solution to this problem and developed a set of objectives that the research seeks to achieve, the most important of which was to identify the level of strategic vigilance and manage the crisis in question by identifying the reality of the organizations by applying them to the dimensions of strategic vigilance and its role in managing the crisis and to achieve this goal. A hypothetical scheme was built on which a set of hypotheses were formulated in an attempt to reach a set of conclusions and recommendations that contribute to the development of variables, society, and the research sample, as well as to indicate the correlation and impact between the variables researched by statistically testing this relationship.

Methodology

First: Search problem

Iraqi organizations in general and private sector hospitals in Anbar province in particular need to be aware of the level of strategic vigilance and its role in crisis management, and this calls for resolving the problem of research on the ground and answering the main question (**what role does strategic vigilance play in managing the crisis in private hospitals in Anbar province**) and there are a number of knowledge issues that still need further research and investigation, which can be formulated in a sub-question form:

1. What are the conceptual foundations and the foundations of their interpretations and the dimensions or levels of variables (strategic vigilance, crisis management)?
2. What is the nature of the link between strategic vigilance and crisis management?
3. What are the results of the controversy over the impact of strategic vigilance on crisis management?

Second: Search goals

1. Diagnosis of the nature of the correlation between strategic vigilance and crisis management.
2. See how strategic vigilance affects crisis management.

Third: The importance of research

The current study is of theoretical importance in trying to frame the intellectual contributions to achieve the integration of two business science sciences with two important variables as a strategic

approach to meeting the challenges in the organizations, on the other hand, the importance of research emerged from the field side of the research because the research sample was developed in private hospitals in Anbar province because it did not conduct such studies and what is important for the health aspect of The lack and novelty of these studies, which dealt with the role of strategic vigilance in the management of the crisis and therefore it is an attempt as seen by the researcher add to the attempts of researchers to arouse interest in a topic that is almost an important topic that simulates the performance and competitiveness of hospitals in the research in providing the best health services and maximizes their existence and continuity to appear in a shiny form.

Fourth: Search hypotheses

There is a statistically significant moral impact relationship to strategic vigilance (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) in crisis management in its dimensions (detection of warning signals, readiness, and prevention, containment of damage, recovery of activity, learning)

Theoretical framework

First: Strategic Vigilance: Specialized researchers and scientists have agreed on several concepts and definitions of strategic vigilance, including Strategic Vigilance is smart and comprehensive monitoring of the organization's environment by searching for real and future information (Hermel, 2017: 23), says Dawood & Abass, 2018: 37 In strategic vigilance as a systematic monitoring method for the various sectors surrounding the organization in order to achieve the goal of following up and keeping up with developments and then its ability and ability to anticipate future changes and work to address threats and challenges in the business environment, while Monus, 2018: 2)) defined it as a smart and orderly follow-up of the organization's external environment and directed to acquire and know current and future information concerning all parties related to the work of The organization.

The importance of strategic vigilance: Strategic vigilance reflects the rational appreciation of managers, gives importance to the future and allows decision-makers to anticipate the difficult positions and challenges that organizations will face, and also puts the organization in a confrontation in order to:

recognize its weaknesses and strengths, access opportunities, increase the organization's capacity and speed to respond to changes, and increase strategic vigilance increases the organization's ability to anticipate future obstacles and risks and thus reflects the speed of response for changes. (ouafa et al, 2021: 64)

Strategic vigilance dimensions: The most important of these dimensions will be addressed, not because of the importance of other species, but also the consensus of a number of researchers, including Dawood & Abass, 2018: 6), Alshaer, 2020: 84, and Alhasani & Alkshali, 2021: 676 and (Karima & Zohra, 2021: 206-207, Jaaz & Jamal, 2021: 1108 and Jalod, et al., 2021: 95 on four basic dimensions: (Technological awakening, competitive vigilance, marketing vigilance, environmental vigilance)

1. Technological vigilance: This is the organized and disciplined effort of the organization for monitoring, receiving, analyzing, dissemination and retrieval of information and technological, social, economic and commercial events, which are important because they represent opportunities or threats. (AL-Yasiri et al, 2019: 6)

2. Competitive Vigilance: An activity that gives the organization the ability to identify who its current and potential competitors are as well as the ability to identify the environment in which competing organizations develop and grow, by collecting quantitatively and qualitatively classified information: (Dawood, 2018: 6 & Abbas).

3. MarketingVigilance (Kotler & Bernard, 2000: 139) defines marketing vigilance as "the sum of the means to allow managers to inquire continuously. On developments in the organization's marketing environment.

It is known that the organization focuses on identifying the needs and desires of customers and how to meet them, on the one hand, and on other hand, marketing vigilance focuses on suppliers as the organization's main suppliers for the raw materials needs in carrying out its operations. (Heintz, et al., 2016: 4)

4. Environmental vigilance: aims to warn and reduce the negative effects of the relationships between the organization and its customers (stakeholders), and also grants the directors of the organization the following: - Picard,1991: 53),,

1. A healthy social climate that contributes to making the customer relationships with the organization good.

2. Easy handling of internal and external problems.

3. The means to confirm organizational effectiveness

Second: Crisis management: The origin of the word crisis comes from the Greek word krisis, which, according to the Oxford Dictionary and the Cambridge Dictionary, makes decision-making at a very difficult, dangerous time, disagreement, confusion, or suffering when they need to solve problems or make important choices arises. (Nogueira, 2016: 22)

The crisis is defined in Webster's new university dictionary as "decision-making time," an unstable or crucial time that will make a crucial difference for better or worse, and when written in Chinese, the word crisis consists of two characters: one represents danger and the other represents opportunity. (Devlin, 2007: 4)

Crisis management can be defined as the organization's ability to diagnose the causes of the crisis and work to find ways to address the crisis. (Fleming & Zhu, 2017: 15)

Crisis management benefits: Javed, 2016: 41 and John-Eke & Eke, 2020: 40-43) stated that the benefits of crisis management are as follows:

1. The birth of heroes and the change of individuals.

2. Accelerate the transformation and face hidden problems.

3. Develop creative strategies, develop warning systems and develop a crisis management plan.

4. Improve communication and strengthen the network of organizations.

Crisis Manager Qualifications: Dealing with crises has become an important factor in management and crisis management requires the presence of a special type of manager with the following qualifications:

1. Courage, Compatibility, Balance

2. The ability to think innovatively, communicate and dialogue. (AbdElal, et al., 2021: 81)

Crisis management dimensions: From the table below, the overlap of these dimensions can be illustrated for the three most important models:

Table 1: Overlaps the three most important models of the stages of the crisis and the crisis

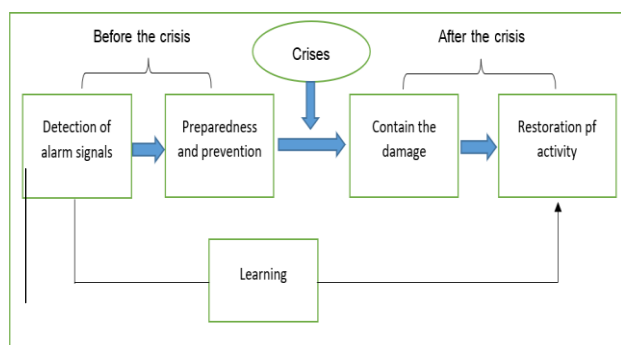
| Coombs model | Mitroff model | Fink model |
|--------------|------------------|------------|
| Pre-crisis | Signal detection | |

| | | |
|-------------|-----------------------------|----------------------------------|
| | Preparedness and prevention | The stage of the signs of crisis |
| Crisis | Containment of damage | Acute stage |
| | Restoring activity | Chronic stage |
| Post-crisis | Learning | Solution stage |

Source: Holmgren, Fredrik, Johansson, Karl-Rikard (2015), **Crisis Management: the nature of managing crises**, master thesis, Jönköping International Business School, P.6.

The dimensions of the crisis can be determined by the most famous classification adopted in this research, (Pearson & Mitroff, 1993:53) described in Figure (1) and used by researchers. Of them (Al Khalifa, 2021: 60), (Hazaa et al., 2021: 9)

Figure 1: Pearson & Mitroff, 1993 for crisis stages and crisis management



Source: Pearson, Christine M., & Motroff, Ian I., (1993). From crisis-prone to crisis prepared: A framework for crisis management, **Academy of Management Executive**, Vol. (7), No. (1), P.53, P.P. 48-59

1. Early warning signals detection: The detection of warning signals represents a phase in which crisis signals are monitored and analyzed to predict the nature of the existing crisis (de Heer, 2019: 523)

2. Preparedness and prevention: Crises affecting communities and organizations are less severe if organizations have preparedness and prevention plans. ((Avery, 2017: 47

3. Containing damage: This phase focuses mainly on addressing the crisis and striving to contain its effects, and these are one of the main objectives of this phase, which aim to prevent damage from spreading to the unaffected parts and reduce loss as much as possible. (Boin, 2013: 85)

4. Recovery of activity: At this stage, internal and external activity is restored, the aspects within the organization are material and moral assets, and external aspects are limited to the parties affected by the crisis, and their main objective is to seek reactivity and balance. (Gakuo & Rotich, 2017: 23)

5. Learning: It is a stage of continuous learning from crisis and reorganization to improve what has been achieved and to take advantage of the past to develop the future. (Al-Jarjri and Al-Obaidi, 2020: 529)

Practical aspect

1. Description and analysis of the results related to strategic vigilance: the variable achieved a general calculation (high) of (4.31) and a coefficient of variation (17.09%) this confirms that the sample members in hospitals are keen to work according to the information obtained from strategic vigilance, by participating in the work of decision-making and decision-making, and working to create a suitable working environment and schedule (2) Explains it.

Table 2: The Relative Importance of The Strategic vigilance Variable

| The Dimension | Arithmetic median | Standard deviation | Coefficient Variation % | Answer score | Ranking |
|-------------------------|-------------------|--------------------|-------------------------|--------------|---------|
| Strategic vigilance | 4.31 | 0.73 | 17.09 | | |
| Technological vigilance | 4.37 | 0.74 | 17.05 | Very high. | Third |
| Competitive vigilance | 4.22 | 0.73 | 17.37 | Very high. | Second |
| Marketing vigilance | 4.37 | 0.69 | 15.79 | Very high. | First |
| Environmental | 4.28 | 0.77 | 18.17 | Very | Fourth |

| | | | | |
|-----------|--|--|--|-------|
| vigilance | | | | high. |
|-----------|--|--|--|-------|

Source: Preparing the researcher based on the outputs of the program (SPSS)

After the marketing wake-up, he got first place with a very high computational average of (4.37), which indicates the importance of marketing vigilance of managers in researched hospitals and a (0.69) deviation, which indicates good harmony in the answers to the paragraphs of this dimension and confirmed by the coefficient of variation which reached (15.79%) The last place for the competitive wake-up dimension, with a computational average of (4.22), which is in a very high computational medium compared to the standard computational medium, indicates the importance of this dimension by the administrative staff for the purpose of keeping the hospital in the competition, even if it is in the last place, with a standard deviation of (0.73). This means that the compatibility is good for the answers with the evidence of the coefficient of variation (17.37%).

2. Description and analysis of the results related to crisis management: the computational medium of the overall crisis management variable reached (4.24) which is a very high computational medium compared to the standard arithmetic medium, and this is evidence of sufficient interest by the sample members in managing the crisis in the private hospital sector in Anbar province and they have the awareness to make the necessary decisions that are in the interest of these Hospitals in terms of their management of the crisis, the standard deviation of crisis management was (0.75) and this indicates a good harmony in the answers of the sample members to the dimensions of this variable and confirmed by the value of the coefficient of variation (19.79%).

Table 3: The Relative Importance of The Crisis Management Variable

| Main dimension | Arithmetic medium | Standard deviation | Coefficient Variation % | Answer score | Order |
|-------------------|-------------------|--------------------|-------------------------|--------------|-------|
| Crisis Management | 4.24 | 0.75 | 19.79 | | |
| Detecting | 4.24 | 0.74 | 17.53 | Very | First |

| alarm signals | | | | high | |
|-----------------------------|------|------|-------|-----------|--------|
| Preparedness and prevention | 4.22 | 0.72 | 19.30 | Very high | Fourth |
| Containing damage | 4.25 | 0.77 | 18.25 | Very high | Second |
| Recovery | 4.26 | 0.76 | 25.23 | Very high | V |
| Learning | 4.24 | 0.79 | 18.67 | Very high | Third |

Source: Preparing the researcher based on the outputs of the program (SPSS)

After the recovery of activity, it received first place and a very high calculation of (4.26) if compared to the standard computational medium, which indicates the importance of restoring activity for managers in the researched hospitals and with a standard deviation of (0.76), which indicates good harmony in the answers to the paragraphs of this paragraphs. This was confirmed by the coefficient of variation which reached (25.23%) and was the last place for the distance of preparation and prevention and a mathematical medium (4.22) which is in the middle of a very high calculation compared to the standard computational medium, and although it is in the last place, managers showed an interest in preparing and preventing the potential crisis, with a standard deviation reached (0.72) This means that the compatibility is good for the answers with the evidence of the coefficient of variation (19.30%).

3. Hypothesis test: which states (that there is a positive effect relationship with a moral significance for strategic vigilance in its dimensions (technological vigilance, competitive vigilance, marketing vigilance, environmental vigilance) in crisis management in its dimensions (detection of warning signals, readiness, and prevention, containment of damage, recovery of activity, learning) and will be tested according to schedule (4) as follows: -

Table 4: Shows the relationship of influence between strategic vigilance and its dimensions in managing the crisis in its dimensions

| Hypothesis | Impact path | β | t | Sig | R^2 - F-Sig | Resolution |
|-----------------|--|----------------------|----------------------|----------------------|--|--------------------------|
| H ₀₂ | Technological vigilance >> crisis management | 0.197 | 1.680 | 0.009 | F= 40.949 R ² = 0.683 Sig = 0.000 | Accepting the hypothesis |
| | Competitive vigilance >> crisis management | 0.118 | 1.655 | 0.012 | | |
| | Marketing Vigilance >> Crisis Management | 0.297 | 2.648 | 0.010 | | |
| | Environmental vigilance >> crisis management | 0.338 | 2.757 | 0.007 | | |
| N=81 | Table F value = 3.96 | Table t value = 1.28 | Moral dimensions = 2 | Total dimensions = 4 | | |

Source: Prepared by the researcher based on the outputs of the SPSS program

From the results of Table (4), the calculated value of (F) reached (40.949), which is greater than its tabular value of (3.96), and this indicates the existence of a strong influence relationship for strategic vigilance in crisis management, which justifies the acceptance of the second main hypothesis, As for the value of (R^2), it is It reached (0.683), and this indicates that strategic vigilance explains the rate of (68.3%) of the changes taking place in crisis management, and regarding the significance of the multiple regression model, the value of (Sig) reached (0.000) which is less than (0.05), and this justifies the significance of the multiple regression model. It confirms the acceptance of the second main hypothesis, As for the (β) values of the dimensions of strategic alertness, they amounted to (0.197, 0.118, 0.297, 0.338), respectively, and this confirms that the change in the dimension of (technological alertness) as one unit leads to a change in crisis management by (19.7%) and that the change in the dimension of (technological alertness) by one unit (Competitive vigilance) for one unit leads to a change in crisis management by (11.8%), as well as for the dimension (marketing vigilance), the change of one unit leads to a change in crisis management by

(29.7%), and the same for (environmental vigilance), the change by one unit It leads to a change in crisis management by (33.8%), As for the significant (Sig) values of the dimensions of strategic vigilance, they amounted to (0.097, 0.102, 0.010, 0.007), respectively. It was found that the dimensions that had a significant impact in crisis management are (marketing vigilance and environmental vigilance), because their values are less than (0.05) where They reached (0.010, 0.007), and the significant effect of these two dimensions confirms the (t) values of (2.648, 2.757), respectively, which are greater than their tabular value of (1.28), This indicates that (marketing vigilance and environmental vigilance) receive the attention of the management of the surveyed hospitals for their moral impact in managing the crisis, as marketing vigilance contributes to hospitals' management of the crisis by contracting with suppliers to purchase medical devices, sterile materials and other materials that the hospital needs to manage crises such as the Covid - 19 Therefore, there is a study of the environment through which what is happening inside and outside the hospital is known to know the strengths, weaknesses, opportunities and threats that contribute to crisis management, As for the dimensions of (technological vigilance and competitive vigilance), they did not achieve a significant effect in managing the crisis, as the (Sig) values have greater than (0.05), reaching (0.097, 0.102), respectively, and this indicates that the management of hospitals under research has less interest in technological vigilance and vigilance competitiveness in times of crisis.

Conclusion

It has emerged that managers in researched hospitals have been able to use the change in strategic vigilance in its dimensions to bring about further changes in crisis management and handsome in the understanding of managers and individuals working for ad advanced information, as the results of the statistical analysis showed that there is a strong impact relationship to strategic vigilance in its dimensions in crisis management, and my dimension (marketing vigilance and environmental vigilance) is Which has been morally affected by the need for information on marketing and the environment for private hospitals in Anbar province for direct use in their management of the crisis.

Recommendations

The need to take care of strategic vigilance by strengthening information and its participation and establishing relationships between managers and subordinates as it strengthens, supports, and significantly affects the management of the crisis in its dimensions by enhancing confidence in the ability of the individual to take on difficult tasks, through the principle of trust management rather than management by punishing giving employees more confidence in themselves and adopting the principle of open communication between them and managers in researched hospitals to reduce the crisis and the resulting damage to determine the goals and the possibility of achieving them In case of crises.

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