

## Impact of Strategic Vigilance on Operational Excellence: The Case of Top Ten Malls in Amman City – Jordan

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### **Abstract**

*This research aims at investigating impact of employing strategic vigilance with its dimensions (technological, marketing and competitive) on achieving operational excellence in top ten malls in Amman City- Jordan. To achieve objectives of the research, the researcher used the descriptive analytical research method due to its relevance to conduct social and humanitarian researches. Study population consisted of managers and heads of divisions working in top ten malls in Amman City- Jordan, their number (200) individuals. Data was collected from two sources, secondary data through referring to the previous relating studies, while primary data was collected through the use of the questionnaire as the main instrument prepared and developed by the researcher. Data was analyzed using the statistical package for social sciences (SPSS) version 20.0. Results of data analysis showed that strategic vigilance has a positive impact on operational excellence and achieving competitive advantage. It is recommended that directors and heads of the departments should pay more attention and focus on other dimensions of strategic vigilance through conducting similar studies which other values.*

**Keywords:** Strategic Vigilance, Technological Vigilance, Marketing Vigilance, Competitive Vigilance, Operational Excellency, Malls Markets.

## INTRODUCTION

The rapid changing business environment and the increasing numbers of the new entrants in the market have imposed serious challenges and difficulties for Our mall to change their business strategies and adopt new strategies depending on strategic vigilance with its dimensions (technological, competitive and marketing) in order to achieve operational excellence and customers satisfaction. Operational excellence includes costs savings, Just-in-time product delivery and products diversification.

So, strategic vigilance is considered as an important mechanism for all organizations operating in different sectors, production, manufacturing and sales sectors to keep up with the dynamic development in the sectors since strategic vigilance helps business organizations to have adaptation mechanisms in order to get away or avoid the risks that threaten the existence and survival of the businesses and put them at earliest opportunity they can get (Al-Shaher, 2020).

### **Research Problem**

Research problem stems from the need for employing strategic vision and practices required to encounter the increasing change in the business environment and the severe competition between the businesses in order to guarantee survival and success and to achieve customers satisfaction.

### **Research Question**

This research attempts to answer the following questions:

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What is the impact of strategic technological vigilance on achieving operational Excellence in top ten malls in Amman – Jordan?

What is the impact of strategic marketing vigilance on achieving operational Excellence in top ten malls in Amman – Jordan?

What is the impact of strategic competitive vigilance on achieving operational Excellence in top ten malls in Amman – Jordan?

### **Research Objectives**

This research aims to achieve the following questions:

To find out impact of technological vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

To find out impact of marketing vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

To find out impact of competitive vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

### **IMPORTANCE OF THE RESEARCH**

#### **Theoretical Importance**

Theoretical importance represents in adding new insights and understanding about the important issue strategic vigilance in its dimensions (Technology marketing and competitive).

Its potential to add to the Arab Library.

#### **Practical Importance of the Research**

Practical importance of the research includes providing the managers and heads of departments with valuable information and insights about the impact of employing strategic vigilance to achieve operational excellence and to compete effectively in the changing business environment.

#### **Procedural Terms**

**Marketing Vigilance:** is a system that contributes to enhancing monitoring and analyzing the external environment, technological developments and the economic situation in front of threats and opportunities available to make strategic decisions, depending on data collection, shaping the environment and expanding decision making process (Banaji & Bazerman, 2011).

**Strategic Vigilance:** it represents the constant awareness of surveillance, tracking and concentration of forces that can cause decision making, constant vigilance, risk-taking and strategic vision that guides decision making (Fanner & Dwyer, 2002).

**Strategic Vigilance:** is the information process through which an organization can creativity listen to and predict proactive information about its environment, finding opportunities and reducing uncertainty, it is a number of capacities that anticipate the appropriate time to have cooperative intention and predict the factors behind the intentions (Fadhiela et al, 2018).

**Competitive Vigilance:** is the activity through which the organization recognizes its current and potential competitors, and their policies, by collecting information, bath qualitative and quantitative to determine the direction of trade and identify the most threatening competitors (Al-Abdeen, 2012).

**Technological Vigilance:** is the constant element of the organization's excellence due to the technology it possesses and its knowledge of its competitors in order to achieve sustainable technological knowledge at the global and local level to protect its future (Nasera, 2011).

**Operational Excellence:** depends to a large extent on the organization’s performance, production processes and on the competitive dimensions (cost, quality, delivery, flexibility & creativity), leading to competitive opportunity (Dawood & Abbas, 2018).

**Limitations and Delimitation of the Research:**

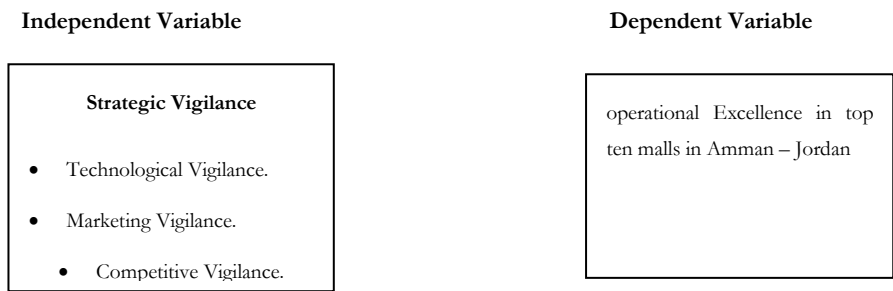
Limitations of the study represent in the follow:

**Objectivity limitations:** it is limited to the topic of the research “Impact of strategic vigilance on operational excellence: The case of top ten malls in Amman – Jordan ”.

**Human Limitation:** it is limited to directors, heads of divisions, marketing, logistic and sales personals.

**Spatial Limitation:** Top ten malls in Amman – Jordan.

**Model of the Research:**



*Prepared and developed by the researcher referring to the previous studies conducted in the field strategic vigilance*

**Hypotheses of the Research:**

Ho1: There is no impact with statistical significance at significance level ( $\alpha < 0.05$ ) of Strategic Vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

And Sub Hypotheses are:

Ho1-1: There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of employing strategic technological vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

Ho1-2 : There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of strategic marketing vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

Ho1-3: There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of strategic competition Excellence on achieving operational Excellence in top ten malls in Amman – Jordan.

**LITERATURE REVIEW:**

Awain and Abd Daham (2022) study aims to investigate the relationship between strategic vigilance and adaptive performance, specifically in the Waseet Governorate Public Directorate to determine the nature of the relationship between the study variables (strategic vigilance, adaptive performance) and to shed light on two important variables at the organizational and functional level. In this study, an electronic questionnaire was used to collect the primary data from (236) workers the final respondents number was (218) workers constituting response rate (92.37%).

Statistical techniques were used, (SPSS) program.

Results showed a knowledge gap to explain the relationship between the study variables in organizations.

The study found a direct influence of the relationship between strategic vigilance and adaptive performance.

It is recommended that senior administration should pay more attention to the dimensions of strategic vigilance to clarify its content and deepen into enhance organizational behavior of the working individuals’.

Salim, Abbas & Mustafa (2021) study aims to study the subject of marketing vigilance as one of the modern approaches in the marketing field that can be used to encounter changes in the competitive and strategic environment.

The study used the descriptive analytical research method, study sample consisted of (150) individuals working in tourism companies in the capital Baghdad city- Iraq, using the questionnaire to collect the primary data.

Results showed that marketing vigilance gives the analytical ability of workers to monitor the movement of the tourism markets and to build expectations to accommodate tourism trips.

It is recommended merging marketing vigilance with identifying competitive position and increasing interest in marketing information to know more about market opportunities, checking the capabilities that support marketing vigilance in order to develop marketing alert strategies, approaches and tools.

Abdulsada (2021) study aims to investigate the impact of strategic vigilance on formulating a sustainable strategy due to the rapid developments in the economic and technological fields which imposed challenges on the employees in Baghdad soft drink company requiring many changes in the organizational structure and business activities to achieve sustainability and rapid response to the new changes.

The researcher used the questionnaire to collect the primary data from (40) employees chosen from managers, heads of departments, units and division.

Results of data analysis reached the existence of positive correlation between the research variables of the strategic vigilance and the formulation of sustainable strategy.

It is recommended strengthening the dimensions of strategic vigilance to improve sustainable strategy, and the necessity for developing strategic plans to deal professionally with strategic vigilance.

Kerso and Othman (2021) study aims to determine the correlation nature and the influence between strategic vigilance and the strategic success at Jeehan University- Arbeel, the study depended on the questionnaire as the main instrument for collecting the primary data from the respondents which consisted of (30) clauses to measure the variables and the dimensions according to Likert five point scale. (45) random sample was selected, and (39) questionnaires were returned valid for the statistical processes.

Data was analyzed using (SPSS) software.

Results showed the existence of agreement about the availability of the strategic vigilance field at the researched university at a good percentage, and a good level of agreement about availability of the strategic success dimensions.

It is recommended that the university should provide the appropriate climate to the creative employees, encountering and rewarding them, and implementing their new ideas.

Hason & Ahmad (2021) study aimed to test the impact of strategic vigilance on investment organizations by analyzing responses from (124) managers working for administrative, engineering and technical sectors.

The collected responses were analyzed using structural equation modeling to measure Cronbach’s Alpha Coefficient, Pearson correlation for the variables constructs.

Results showed the positive relationship between strategic vigilance and prerequisites of the dynamic workplace environment.

Jazz & Jamal (2021) study aims to clarify the relationship between strategic vigilance and its impact on organizational excellence in premium-class hotels in the city of Baghdad. The researcher have adopted the descriptive exploratory approach to achieve the objectives of the study.

Study sample consisted of (93) respondents from the premium-class hotels, and (SPSS) software for data analysis.

Results showed that strategic vigilance activities improve the hotels' organizational excellence through investing in the vigilance strategy, especially in the technological vigilance since it supports excellence in providing premium services.

It is recommended adopting modern technologies systems and introducing training programs to improve the hotels services & linking its departments and units with electronic network.

Alshaher (2020) study aimed to highlight the effect of strategic vigilance on organizational ambidexterity in Jordanian Commercial Banks. The researcher used a simple random sample with size of (217) managers was adopted, and the questionnaire for collecting the primary data distributed to the sample and (171) questionnaire retrieved valid for the statistical process.

The study recommended that organizations need to employ committees and teams that specialize in strategic vigilance and provide them with all necessary resources to achieve organizational goals.

Jolad, Hasan & Hussain (2020) study aims to show the impact of strategic vigilance in its dimensions (Technological marketing, competitive, and environmental) on managers of public companies performance representing in strategic orientation, resource orientation, management structure & rewards philosophy study sample consisted of (123) managers. To achieve objectives of the study, the descriptive and analytical approach was used, and the questionnaire which includes (37) items as the main tool for collecting the primary data, statistical methods were used to analyze the study variables and to test the hypotheses.

Results showed that companies and businesses should use modern information systems with advanced technologies to collect data related to customers and updating them continuously to support decision makers with information to be caution about the weak signals from the environment.

Slman & Fakhri (2019) study aims to highlight the role of strategic vigilance on the operational performance of the vigilance on the banking sector due to the developments and changes in the marketing environment and competitiveness surrounding the banks environment the researcher used the descriptive approach, and the sample of (40) questionnaires was used, (37) questionnaires were retrieved valid for the statistical process using (SPSS) Version 19.

Results showed the presence of positive effect and relationship between strategic vigilance and operational performance.

Dawood & Abbas (2018) study aimed to shed the light on the role of strategic vigilance in the operational performance in the marketing environment and competitiveness surrounding the banks economic, political and environmental changes.

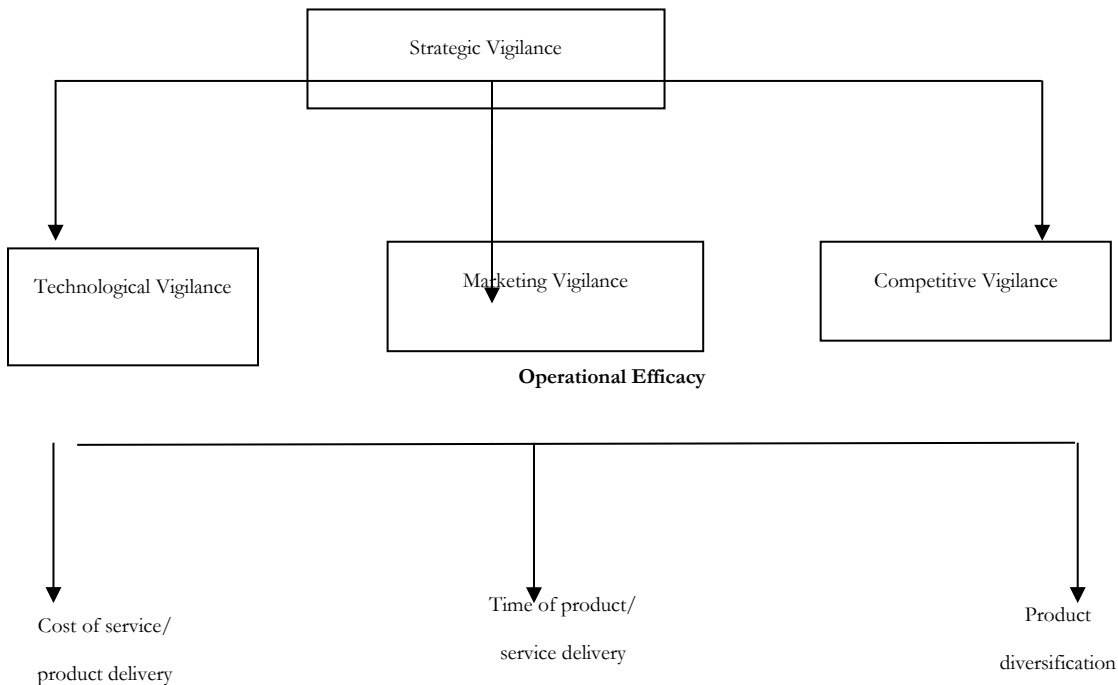
The researchers used the questionnaire as the main tool for collecting the primary data from the respondents (34) persons using (SPSS) version 19 showed that there is a positive relationship between strategic vigilance and operational performance.

The study recommended the managers to integrate the positive relationship between strategic vigilance due to its important role to improve operational performance.

Ben Ali (2017) study aims to show that recently the business environment is characterized by several changes, so service and production firms need to have strategic vigilance to support and create competitive advantage in their targeted markets to guarantee listening to the expected signs and to benefit from the opportunities and to avoid threats to survive.

The study used the questionnaire which was distributed to (30) employee at telecom firm- Bshar region- Algeria The study reached the need for paying more interest to strategic vigilance system with its three dimensions commercial, competitive and technological in order to create competitive advantage in the Algerian telecommunication sector, and should be supported by accurate information system to implant the basic concepts of strategic vigilance among the employees. It is recommended the necessity for the company to adopt the culture of strategic vigilance because of its great important due to the international competition, using modern information systems with advanced technologies.

### Dimensions of the Strategic Vigilance:



### METHODOLOGY OF THE RESEARCH

This research depended on the descriptive analytical research method due to its suitability to conduct this kind of research since this research method is popular in conducting social and humanitarian research.

#### Study Population and Sample

Study population consisted of (200) directors, heads of divisions and units working in top ten malls in Amman – Jordan, while the study sample consisted of (200) individuals which is relevant for conducting the research.

#### Data Collection Instrument

Data was collected from two sources:

**Secondary Data:** through referring to the previously relating studies that have addressed the topic impact of strategic vigilance with its dimensions (Technological, marketing and competitive vigilance).

**Primary Data:** was collected through the use of a questionnaire prepared and developed by the researcher.

Before distributing the questionnaire to the targeted respondents, its validity and reliability were confirmed.

Liker five point scale was used as a type of psychometric response scale in which responders specify their level of agreement to the clauses mentioned in the questionnaire as follow:

(5) points strongly agree, (4) points agree, (3) points neutral, (2) points disagree and (1) point strongly disagree.

This scale has been used due to easiness to understand, and use it takes less time, effort and cost to complete, it allows individuals to express how much they agree or disagree with a particular statement (Mcleod, 2019).

#### Data Analysis

To conduct the process of data analysis, statistical package for social sciences (SPSS) software version 20.0 was used to extract the arithmetic means and standard deviation.

**RESULTS OF THE STUDY**

**Technological Vigilance:**

The means and standard deviations. Table (1) presents the findings of the question.

**Table (1) Means and standard deviations for Impact of Technological Vigilance**

| No.   | The Item  | Mean  | Standard deviation | Rank | level  |
|-------|---|-------|--------------------|------|--------|
| 1     | Our mall employs the up-to-date information and communication systems.  | 3.91  | 0.933              | 4    | High   |
| 2     | Our mall has specialized unit in information systems.   | 3.60  | 1.711              | 5    | Medium |
| 3     | Our mall greatly depends on exchange of information through the new technology.                                     | 4.02  | 0.811              | 2    | High   |
| 4     | Our mall provides the employees with continuous training courses to enhance their usage of the information systems. | 3.96  | 0.785              | 3    | High   |
| 5     | Our mall promotes the employees to better benefit from information and communication technologies.                  | 4.78  | 0.744              | 1    | High   |
| Total |   | 0.857 | 4.05               |      | High   |

The above table represents the values of the mean and the standard deviation of the variables, where the highest value of the mean was item (5), which states: “Our mall promotes the employees to better benefit from information and communication technologies.”, Where the value of the arithmetic mean (4.78) and a standard deviation (0.744), as well as the lowest arithmetic mean was item (2), which states “Our mall has specialized unit in information systems. ” Its arithmetic mean was (3.60) with a standard deviation (0.711), while the general average was (4.05), with a standard deviation (0.857).

It is possible to explain that through the study sample individuals find that the market management in the city of Amman is working to direct workers to take advantage of technology, as it works to facilitate dealing with others, leading to the realization of the concept of competitive advantage, which all sectors seek, and this cannot be done without the use of modern technology.

**Marketing Vigilance**

The means and standard deviations Table (2) presents the findings of the question.

**Table (2) Means and standard deviations for Marketing Vigilance**

| No.   | The Item  | Mean | Standard deviation | Rank | level  |
|-------|---|------|--------------------|------|--------|
| 6     | Our mall continuously develops marketing plans according to the business environment. | 3.28 | 0.750              | 4    | Medium |
| 7     | Our mall cares about the emerging market demands.                                     | 3.96 | 0.821              | 2    | High   |
| 8     | Our mall monitors the changes in the business environment.                            | 4.56 | 0.788              | 1    | High   |
| 9     | Our mall monitors the actions and behaviors of the other markets.                     | 3.89 | 0.824              | 3    | High   |
| Total |   | 3.92 | 0.756              |      | High   |

The above table represents the values of the mean and the standard deviation of the variables, where the highest value of the mean was item (8), which states: “Our mall monitors the changes in the business environment.”, Where the value of the arithmetic mean (4.56) and a standard deviation (0.788), as well as the lowest arithmetic mean was item (6), which states “Our mall continuously develops marketing plans according to the business environment.” Its arithmetic mean was (3.28) with a standard deviation (0.750), while the general average was (3.92), with a standard deviation (0.756).

It is possible to explain that through the study sample individuals find that the market management works on developing various marketing plans that can achieve integration in marketing products, and the market management works on monitoring new entrants to the market in order to know the strengths and weaknesses and what leads to the development of the marketing process.

### Competitive Vigilance

The means and standard deviations. Table (3) presents the findings of the question.

**Table (3) Means and Standard Deviations for Competitive Vigilance**

| No.   | The Item  | Mean | Standard deviation | Rank | level  |
|-------|---|------|--------------------|------|--------|
| 10    | Our mall works to identify its strengths in the market.   | 3.82 | 0.822              | 3    | High   |
| 11    | Our mall pays the due attention to its weakness.  | 3.66 | 0.824              | 4    | Medium |
| 12    | Our mall carefully addresses the internal factors affecting its ability to effectively compete in the market. | 4.92 | 0.720              | 1    | High   |
| 13    | Our mall deals with any possible threats from the new entrants.   | 4.03 | 0.763              | 2    | High   |
| Total |   | 4.11 | 0.783              |      | High   |

The above table represents the values of the mean and the standard deviation of the variables, where the highest value of the mean was item (12), which states: “Our mall carefully addresses the internal factors affecting its ability to effectively compete in the market”, Where the value of the arithmetic mean (4.92) and a standard deviation (0.720), as well as the lowest arithmetic mean was item (11), which states “Our mall pays the due attention to its weakness " Its arithmetic mean was (3.66) with a standard deviation (0.824), while the general average was (4.11), with a standard deviation (0.783).

It is possible to explain that through the study sample individuals find that the mall managements find that the main purpose and objective of the marketing process is to achieve the competitive advantage, and this cannot be done without developing marketing plans and monitoring competitor strategies, as well as following up on the process of marketing and developing products by taking advantage of the tools provided by technology to develop these products.

### Operational Excellency:

The means and standard deviations. Table (4) presents the findings of the question.

**Table (4) Means and Standard Deviations for Operational Excellency**

| No.   | The Item   | Mean | Standard deviation | Rank | level  |
|-------|--|------|--------------------|------|--------|
| 1     | Our mall employee’s strategic vigilance through product diversification.                                   | 3.66 | 0.811              | 4    | Medium |
| 2     | Our mall prices contribute to attract more customers.  | 3.90 | 0.715              | 2    | High   |
| 3     | Our mall focuses on quality of the products it provides to its customers.                                  | 4.96 | 0.788              | 1    | High   |
| 4     | To achieve operational excellence Our mall is interesting in Just-in-time delivery of the needed products. | 3.88 | 0.817              | 3    | High   |
| Total |  | 4.10 | 0.782              |      | High   |

The above table represents the values of the mean and the standard deviation of the variables, where the highest value of the mean was item (3), which states: “Our mall focuses on quality of the products it provides to its customers”, Where the value of the arithmetic mean (4.96) and a standard deviation (0. 788), as well as the lowest arithmetic mean was item (1), which states “Our mall employee’s strategic vigilance through product diversification." Its arithmetic mean was (3.66) with a standard deviation (0.811), while the general average was (4.10), with a standard deviation (0.782).

It is possible to explain that through the study sample individuals find that Excellence in operational processes cannot be achieved without diversifying the products and being characterized by high quality in order to gain customer satisfaction, expand the market and get new shoppers, which increases productivity and thus achieve profits and a good reputation in the market.



**Testing of the Hypotheses:**

Ho.1 There is no impact with statistical significance at significance level ( $\alpha < 0.05$ ) of Strategic Vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

Significance mean when F coefficient reached ( $\alpha < 0.05$ ), if this coefficient is more than that does not reached the statistical significance determine accepting or rejecting the hypothesis.

**Table (5) Results of multiple regression analysis of T Strategic Vigilance on achieving operational Excellence in top ten malls in Amman – Jordan**

| Regression | Coefficient determination | F      | Significance | Hypothesis result |
|------------|---------------------------|--------|--------------|-------------------|
| 0.96       | 0.87                      | 255.22 | 0.00         | Rejected          |

Table 5 shows that the correlation coefficient amounted to (0.96) and that the statistical value F reached (255.22), which is not a significance at the level of 0.05 or less, so There is no impact with statistical significance at significance level ( $\alpha < 0.05$ ) of Strategic Vigilance on achieving operational Excellence in top ten malls in Amman – Jordan In order to determine the enabling factors that have a significant standard regression coefficients were extracted as in Table 6.

**Table 6 Results of multiple regression analysis of Utilizing of Strategic Vigilance on achieving operational Excellence in top ten malls in Amman – Jordan**

|                                  | Non-standard coefficient |            | Standard coefficient | t     | Sig. |
|----------------------------------|--------------------------|------------|----------------------|-------|------|
|                                  | B                        | Std. Error | Beta                 |       |      |
| Constant                         | 0.64                     | 0.06       |                      | 6.56  | 0.00 |
| Utilizing of Strategic Vigilance | 0.27                     | 0.05       | 0.39                 | 10.26 | 0.00 |

Table 6 Shows Regression coefficients of Utilizing of Strategic Vigilance (80.9%) on operational Excellence and this interpretation is statistically significant at the level (0.05), and the table shows that the values of the standardized regression coefficients were positive and statistically significant ( $\beta = 0.39$ ;  $t = 10.26$ ;  $\text{Sig} = 0.000$ ) R2 reach (0.809), which means that (82%) on operational Excellence, so we accept the Hypothesis,: There is a positive impact with statistical significance at significance level ( $\alpha < 0.05$ ) of Strategic Vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

It is possible to explain that study individuals sample find that Strategic vigilance with its technological, strategic, competitive and marketing dimensions has a clear impact on operational processes and achieving operational excellence in business organizations, as all business organizations seek to achieve excellence in various marketing operations to achieve competitive advantage.

Ho1-1: There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of employing strategic technological vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

**Table (7) Results of multiple regression analysis of employing strategic technological vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.**

| Regression | Coefficient determination of | F     | Significance | Hypothesis result |
|------------|------------------------------|-------|--------------|-------------------|
| 0.90       | 0.78                         | 0.045 | 0.00         | accepted          |

Table 7 shows that the correlation coefficient amounted to (0.90) and that the statistical value F reached (0.045), which is a significance at the level of 0.05 or less, so There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of employing strategic technological vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

It is possible to explain that study individuals sample find that Technological vigilance did not have a significant impact on operational processes and operational excellence, as technology infrastructure is expensive, which drives many markets to adopt traditional marketing of products

Ho1-2: There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of strategic marketing vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

**Table (8) Results of multiple regression analysis of strategic marketing vigilance on achieving operational Excellence in top ten malls in Amman – Jordan**

| Regression | Coefficient determination of | F     | Significance | Hypothesis result |
|------------|------------------------------|-------|--------------|-------------------|
| 0.91       | 0.78                         | 0.046 | 0.00         | accepted          |

Table 7 shows that the correlation coefficient amounted to (0.91) and that the statistical value F reached (0.046), which is a significance at the level of 0.05 or less, so There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of strategic marketing vigilance on achieving operational Excellence in top ten malls in Amman – Jordan.

It is possible to explain that study sample individuals find that Marketing vigilance in malls had no effect on operational excellence, as marketing operations are mostly carried out within traditional marketing channels, which does not lead to competition between malls in Amman.

Ho1-3: There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of strategic competition Excellence on achieving operational Excellence in top ten malls in Amman – Jordan.

**Table (9) Results of multiple regression analysis of the strategic competition Excellence on achieving operational Excellence in top ten malls in Amman – Jordan**

| Regression | Coefficient determination of | F     | Significance | Hypothesis result |
|------------|------------------------------|-------|--------------|-------------------|
| 0.93       | 0.83                         | 0.049 | 0.00         | accepted          |

Table 9 shows that the correlation coefficient amounted to (0.93) and that the statistical value F reached (0.049), which is a significance at the level of 0.05 or less, so There is no impact with statistical significance at significance level ( $\alpha \leq 0.05$ ) of strategic competition Excellence on achieving operational Excellence in top ten malls in Amman – Jordan.

It is possible to explain that the study sample individuals see that Achieving the competitive advantage was not within the required level in the malls, as the marketing operations that take place are mostly traditional marketing operations, which reduces the sense of the importance of competitiveness in these malls, which negatively affects the operational excellence.

## CONCLUSIONS

Results of data analysis showed that strategic vigilance with its dimensions technological vigilance, marketing vigilance and competitive vigilance have a positive impact on operational excellence its dimensions (product diversification, just-in-time delivery of products and customer's satisfaction) and achieving competitive advantage.

## RECOMMENDATIONS

It is recommended the following:

That directors and heads of the departments should pay more attention and focus on the dimensions of strategic vigilance through conducting similar studies with other variables.

Encouraging the malls management to benefit from the technological advances in marketing their products.

Setting plans and activities to attract more customers.

Focus on diversifying products with high quality to achieve customers satisfactions.

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