

T.C
ISTANBUL OKAN UNIVERSITY
INSTITUTION OF GRADUATE SCIENCES

THESIS FOR THE DEGREE OF
phD OF BUSINESS ADMINISTRATION
IN ENGLISH BUSINESS PROGRAM

ABDULELAH ABDELMAJID ALI AL-AZZAM

STRATEGIC VIGILANCE AND ITS ROLE IN
COMPETITIVE ADVANTAGE IN THE JORDANIAN
BANKING SECTOR

ADVISOR
Prof.Dr. Güner Gürsoy

ISTANBUL, January 2023

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Dedication

To whom God Almighty commanded to honor them, my father who gave the most precious and valuable in order to be righteous and successful in my life, and who taught me that honesty and trust are the pillars of success in this world and survival in the hereafter, may God extend his life and bestow upon him health and wellness; and my mother, whose soul ascended to heaven on the morning of the twenty-first of Ramadan, corresponding to 3/5/2021, and who taught me that in purity of intention, love of others and forgiveness of abusers is a path to happiness and obedience to God, and that if she had been blessed with life, she would be the happiest person for my graduation from university with a doctorate degree, I ask God for her mercy and forgiveness.

To the one who gave me strength, and stayed up with me nights to realize my dream, my dear wife. To my dearest daughters, Elaine and Kady, may God bless them with good health.

To my dear brothers and sisters Ayman, Abdelkhaliq, Iman and Ayat, who did not spare their moral support that enabled me to persevere and exert more effort to accomplish this mission.

*To my beloved friends.....
I dedicate this humble effort to them, asking God Almighty to guide me to that which is for the good of my country, my nation and all humanity.....Amen*

The researcher

Thanks and appreciation

First of all, I thank God Almighty for the blessings that He has bestowed upon me, the first of which are health and wellness.

Having finished preparing this dissertation, I cannot help but acknowledge everyone who has merit over me, for the people of grace and giving are worthy of thanks and praise.

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I also thank the members of the examination committee who made important observations that contributed to the improvement of this dissertation.

The researcher

Abdulelah Al-Azzam

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ÖZET

Çalışma, Ürdün Bankacılık Sektöründe stratejik uyanıklık düzeyi ve bunun rekabet avantajı üzerindeki etkisini, çalışmanın değişkenleri (stratejik uyanıklık boyutları ve rekabet avantajı) arasındaki korelasyonu ve değerlendirmelerde önemli farklılıklar olup olmadığını belirlemeyi amaçlamıştır . demografik değişkenleri (Cinsiyet, Yaş, Eğitim, İş deneyimi, İş pozisyonu) nedeniyle stratejik uyanıklık ve rekabet avantajına yönelik yanıtlayıcılar.

Araştırma evrenini, Ürdün'deki önde gelen üç bankanın (HBTF, JIB ve CAB) üst, orta ve alt kademelerindeki tüm yöneticiler ve yaklaşık (916) yönetici oluşturmaktadır. Çalışma popülasyonundan, çalışma popülasyonunun yaklaşık %30'unu temsil eden (300) yöneticiden oluşan basit bir rasgele örneklem alınmıştır.

Verileri derlemek için birincil kaynaklardan , beş alanı içeren bir anket tasarlanmıştır: demografik değişkenler, genel bilgiler, araştırılan bankalarda bilgi toplama kaynakları, araştırılan bankaların odaklandığı bilgi niteliği, stratejik uyanıklık boyutları ve rekabet avantajı değişkeni. Anketin geçerlik ve güvenilirliği test edilmiş ve ardından çalışmanın örnekleme 300 anket dağıtılmış ve geri dönenlerden sadece 280 tanesi analiz için geçerli olmuştur. Çalışmanın amacı doğrultusunda betimsel analitik yaklaşım kullanılmıştır.

Toplanan verilerin analizinde, araştırmacı sosyal bilimler için istatistik paketini (SPSS sürüm 24) ve frekanslar , yüzdeler, Cronbach's Alpha (α) güvenilirlik testi, aritmetik ortalamalar, standart sapmalar, t-testi, ANOVA, MANOVA, korelasyon katsayıları , basit regresyon ve aşamalı çoklu regresyon.

Çalışma, en önemlileri olan bir dizi sonuca ulaştı:

1. Stratejik uyanıklık ve rekabet avantajı kavramı iyi bilinmektedir ve anket yapılan bankalardaki çalışanların çoğu için ortaktır ve yöneticilerin çoğu stratejik uyanıklık boyutlarının bankacılık sektöründe rekabet avantajı elde etmede bir araç olarak hizmet edebileceğine inanmaktadır.
2. Stratejik uyanıklık boyutları ve rekabet avantajı değişkenleri yüksek önem derecesine sahipken, teknolojik uyanıklık boyutu bunların arasında en yüksek puanı almıştır.
3. Stratejik uyanıklık boyutları ile rekabet avantajı değişkeni arasında pozitif korelasyon.
4. Stratejik uyanıklık rekabet avantajı üzerinde güçlü bir etkisi (%70,7) tutarındadır, bu da bankaların stratejik uyanıklık boyutlarını ne kadar çok uygularsa, o kadar fazla rekabet avantajı elde edildiğini göstermektedir.

Çalışma, en önemlileri olan bir dizi tavsiye önerdi:

1. Ankete katılan bankanın yönetimine , uzman firmalar ve uzmanlaşmış ofisler, konferans ve seminerlere katılım, özel dergi ve süreli yayınlar, araştırma raporları , sektör analist raporları ve kamuoyu yoklamaları gibi profesyonel kaynaklara daha fazla güvenmeleri tavsiye edilmektedir.
2. Yöneticilerin yaklaşık üçte biri, çalıştıkları bankalarda uyanıklık bir hücrenin olmadığını ve stratejik yönetimdeki literatür taramasının, piyasada rekabet edebilirliği ve hayatta kalmayı inşa etmek ve geliştirmek için stratejik uyanıklık boyutlarının önemini ve uygulanabilirliğini kanıtladığını kabul ettiğinden beri. Araştırmacı, Ürdün bankalarına - özellikle de hala tetikte bir hücreden yoksun olanlara - kendi iç ve dış ortamlarından bilgi toplamak için profesyonel ve eğitilmiş işgücüne sahip ve gerekli malzeme ve insani yeteneklerle donatılmış bir banka oluşturmak için inisiyatif almalarını tavsiye ediyor. , bankaların çevresini izlemek ve tüm değişikliklerini takip etmek için.
3. Yönetici olan çok sayıda katılımcı, ankete katılan bankalarda çevre izleme sürecine çalışanların katılımının gerekli düzeyde olmadığını veya zayıf olabileceğini kabul ettiğinden ve genellikle üst yönetim ve/veya stratejik Teyakkuz hücreleri, ankete katılan bankaların üst yönetimine, önemli bir stratejik uyanıklık kaynağı olarak çalışanların nasıl yatırım yapılacağına ilişkin sonuçlardaki eksiklikleri gidermeye daha fazla dikkat etmeleri tavsiye edilir, bu, Stratejik uyanıklık, tüm çalışanların çabalarının bütünleştiği kolektif bir süreç olduğundan, çalışanların yaratıcı potansiyellerini ortaya çıkarmak, fikirlerini özgürce ifade etmeleri için uygun fırsatlar sağlamak, onlara psikolojik teşvikler ve finansal ödüller sağlamak.
4. Ankete katılan bankaların üst düzey yöneticilerine, tüketici tercihlerindeki değişimlerin izlenmesine ilişkin verileri toplayabilen ileri teknolojiler içeren modern bilgi sistemlerinin kullanımının artırılması ve uyanıklık durumunu artırıcı bilgilerle karar vericilere destek olmak üzere sürekli olarak güncellenmesi tavsiye edilmektedir. onlara dikkat ve dikkat; ve çevreden gelen zayıf sinyallerin her zaman yüksek doğrulukla yorumlanması.

Anahtar Sözcükler: Stratejik uyanıklık, Rekabet avantajı, Ürdün bankacılık sektörü.

ABSTRACT

The study aimed to identify the level of strategic vigilance and its impact on competitive advantage in the Jordanian Banking Sector, the correlation between the variables of the study (strategic vigilance dimensions and competitive advantage), and whether there are significant differences in the assessments of the respondents towards strategic vigilance and competitive advantage due to their demographic variables (Gender, Age, Education, Work experience, Job position).

The study population included all the managers at upper, middle and lower levels of the leading three banks (HBTF, JIB, and CAB) in Jordan amounting to about (916) managers. A simple random sample of (300) managers was withdrawn from the population of the study, representing about 30% of the study population.

To compile the data from primary sources, a questionnaire was designed that includes five areas: demographic variables, general information, sources for collecting information in the researched banks, information nature that the researched banks focus on, strategic vigilance dimensions and competitive advantage variable. The questionnaire was tested for validity and reliability, and then 300 questionnaires were distributed to the sample of the study, and only 280 of the returned ones were valid for analysis. For the purpose of the study, the descriptive analytical approach was used.

As for the analysis of the collected data, the researcher used the statistical package for social sciences (SPSS version 24), and a number of statistical procedures and tests such as: frequencies, percentages, Cronbach's Alpha (α) reliability test, arithmetic means, standard deviations, t-test, ANOVA, MANOVA, correlation coefficients, simple regression, and stepwise multiple regression.

The study reached a number of results, the most important of which are:

1. The concept of strategic vigilance and competitive advantage is well known, common to most of the employees in the surveyed banks, and that most managers believe in the fact that strategic vigilance dimensions can serve as a tool of achieving competitive advantage in banking sector.
2. Strategic vigilance dimensions and competitive advantage variables scored high levels of importance, while the technological vigilance dimension scored the highest level among them all.
3. Positive correlation between strategic vigilance dimensions and competitive advantage variable.
4. Strategic vigilance has strong effect on competitive advantage amounted to (70.7%), which suggests that the greater the practice of strategic vigilance dimensions by the banks, the more competitive advantage achieved.

The study suggested a number of recommendations, most important of which are:

1. The management of the surveyed bank are advised to rely more on professional sources such as, expert firms and specialized offices, participation in conferences and seminars, specialized magazines and periodicals, research reports, industry analyst reports and conducting opinion polls.
2. Since about a third of the managers admit the absence of a vigilant cell in the banks in which they work, and that the literature review in strategic management has proven the importance and feasibility of strategic vigilance dimensions for building and enhancing the competitiveness and survival in the market, the researcher advises Jordanian banks- especially those which are still lacking a vigilant cell- to take the initiative to create one with professional and trained workforce for collecting information from their internal and external environment, and be equipped with the necessary material and human capabilities, in order to monitor the perimeter of the banks, and follow up all its changes.
3. Since large number of the respondents, who are managers, admit that the participation of employees in the environment monitoring process in the surveyed banks is not at the required level or may be weak, and it is often limited to senior management and or to the strategic vigilance cells, the senior management at the surveyed banks are advised to give more attention to address the shortcomings in the results related to how to invest employees as an important source of strategic vigilance, this can be achieved by giving an adequate attention needed in seeking to uncover the creative potential of employees, providing suitable opportunities for them to freely express their ideas, providing them with psychological incentives and financial rewards, as strategic vigilance is a collective process in which the efforts of all workers are integrated.
4. The senior management at the surveyed banks are advised to enhance the use of modern information system with advanced technologies capable of collecting data related to monitor changes in consumer preferences, and updating them continuously to support decision-makers with information that enhances the state of alertness, caution and attention to them; and interpreting weak signals coming from the environment at all times with high accuracy.

Keywords: Strategic vigilance, Competitive advantage, The Jordanian banking sector.

LIST OF ABBREVIATIONS

<u>Abbreviation</u>	<u>Description</u>
HBTF	Housing Bank for Trade and Finance
JIB	Jordan Islamic Bank
CAB	Cairo Amman Bank
SEM	Structural Equation Model
SV	Strategic Vigilance
OA	Organizational Ambidexterity
CM	Crisis Management
SR	Strategic Renewal
CA	Competitive Advantage
NPDS	New Product Development Strategy
OP	Operational Performance
TV	Technological vigilance
MC	Marketing Capabilities
MO	Market Orientation
MP	Marketing Performance
PI	Product Innovation
RIM	Resource Isolating Mechanisms
ED	Economic Deterrence
IRCA	Identification of Rival Competitive Advantage
EO	Exploitation of Opportunities
SCA	Sustainable Competitive Advantage
CI	Competitive Intelligence
HRMF	Human Resource Management Functions
MIS	Marketing Information System

SD	Strategic Dimensions
CB	Creative Behavior
IFSAM	International Federation of Scholarly Associations of Management
ASAC	Administrative Sciences Association of Canada
RBV	Resource Based View
KBV	Knowledge Based View
KM	Knowledge Management
ID	Independent Variable
DV	Dependent Variable
R ²	R square

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CHAPTER ONE: INTRODUCTION

This chapter introduces the background of the study and states the research problem, study objectives, and research questions. It also lays out the significance, contributions, and hypothesis of the study, besides presenting the map of the thesis.

1. 1. Study Background

Along with the early nineties of the last century, the global environment has witnessed tremendous transformations in all the technological, economic, social, cultural, and environmental scales. It also has witnessed a tremendous expansion and amazing development in information and communication technology, which invaded the activities of various human organizations, especially business organizations. Moreover, these transformations have posed great competitive challenges by making competitiveness a top priority for business organizations, especially the banking sector, considering the competitive advantage has become at the forefront factors that enable banks to maintain their business continuity.

Banks initiated seeking ways to reveal their environment and seeking for means to strengthen their information sources; for discovering the available opportunities to seize and acquire them then consequently turn them into a competitive advantage. Furthermore, to identify threats in a try to avoid them through their sufficient flexibility to address various risks and strengthen its ability to defend and attack.

This environment study, its variables, and how they affect the banking sector have become the main entry point for understanding how banks conduct their activities, as they can constitute a continuous component of competitive advantage. Furthermore, many scholars assert that effective information capabilities of information and communication systems alongside the available stock of knowledge about the elements of the business system and market variables have become essential elements in banks' competitiveness (Abdelqader, 2005: 272).

Hence, the importance of banks adopting a new tool based on information represented in strategic vigilance and its various dimensions (environmental, technological, competitive, and commercial) emerge. Accordingly, strategic vigilance, as an information system has come to play a distinct role besides being a basic resource, since controlling its management and its rational use is considered one of the institution strengths as a ground for decision-making.

Strategic vigilance works to monitor all that is happening in the environment in terms of modern developments and technologies, in addition to everything related to markets, customers, competitors, and suppliers, and providing banks with beneficial information in developing their services in a way that increases their competitiveness.

1.2. Study problem

In light of the openness of local markets imposed by globalization and rapid technological progress, the Jordanian banking sector found itself facing a state of environmental uncertainty, where information about the internal and external environment of business organizations has become very diverse, complex, and renewable in a rapid manner with accelerated developments in different fields (Zraqat, 2019). Jordanian commercial banks also found themselves facing intense competition, not only among themselves but also with other financial institutions, the competition that forced banks to adopt a new approach or method to confront environmental conditions to ensure their survival and enhance their continued ability to compete in pursuit of a sustainable advantage. (Jones, 2013: 229-230).

The Jordanian banking sector represents the backbone and a key role in the development and sustainability of the economic process in terms of finance and mediation alongside attracting foreign investments and directing them to finance the most efficient, productive, and profitable projects. Therefore, it must be able to deal with its banking environment and to be at the forefront institutions that adopt strategic vigilance in all its competitive, technological, environmental, social, and legislative dimensions, to enhance its competitive position by following several methods such as improving the services quality, innovation, creativity, flexibility, working with modern technology and adopting the principle of precaution (Musigire et al., 2017).

Indeed, to gain a sustainable competitive advantage, banks must implement strategic plans that can take advantage of internal strengths and respond to environmental opportunities, neutralize small threats, and avoid internal collapses (Oluwole, 2006). The well-known scholar Porter asserts that competitive advantage is the main determinant of superior performance also this advantage can be created and sustained where the company or institution has the ability to defend its strategies against competitive forces within the market (Porter, 1985).

Jordanian banks need an effective system of strategic vigilance, which allows them to monitor the work progress and control their relationship with the environment in which they operate, and identify the following: Their strengths, weaknesses, goals, aspirations, directions, policies, and strategies. In return, they must also be aware about what is occurring in their external environment by monitoring. Furthermore, the analysis of opportunities and threats consists of collecting, processing, and delivering relevant information to decision-makers in a timely manner, which in accordance provides them with coping mechanisms to avoid risks that threaten them and put them at the earliest possible opportunity (Ibrahim, 2017). Therefore, strategic vigilance allows organizations to access information systematically, through planning to collect integrated information in the competitive environment, also through processing and analysis of information to make appropriate and immediate decisions when facing various opportunities and market threats to improve their performance compared to other competitors. Additionally, to develop competitive advantages in the organization (Pellissier & Nenzhelele, 2013). Further, strategic vigilance enables organizations to sense and seize current and new opportunities by assign organizational assets, capabilities, and resources (Omran & Abuongem, 2019).

Furthermore, strategic vigilance, enables banking sector to achieve multiple goals as follows: Defining funding sources, identifying the most profitable customers, attracting, and sustaining them, identifying the most demanded banking and loan products by customers, the most profitable products, and services that can be marketed, risk management, Anti-Money Laundering, detecting suspicious operations, analysis of customer profitability, and data temporal resolution to develop strategies for future operations and key performance indicators.

The studies addressed strategic vigilance in Jordan are somewhat rare despite its importance, as four studies only were conducted in the Jordanian banking sector, but none of them examined the correlation between strategic vigilance and competitive advantage. Moreover, one of these studies, for example, focused on strategic vigilance and organizational ambidexterity (Alsha'er, 2020), another study examined the impact of human resource management functions on competitive advantage in Jordan Islamic Bank (Nawaiseh, 2014), while the third study dealt with commercial marketing and competitive advantages on Jordanian Banks (Ismail, 2010), and the last one which clarified the impact of strategic vigilance on crisis management (Al-Taneeb, 2020). In addition to the previous, two other studies related to competitive advantage were conducted in sectors other than the banking sector, one of these studies dealt with the relationship between creative behavior and competitive advantage in food industry in Jordan (Al-Tamimi & Al-Khshali, 2004), the other study was the only one that examined the correlation between strategic dimensions and competitive advantage, but it was conducted in the Arabic Potash Company in Jordan (Al-Adaileh, 2004).

Hence, according to researcher knowledge, this study to be the first to address the relationship between strategic vigilance dimensions and competitive advantage in the Jordanian Banking sector. Accordingly, the study problem can be explored through the following question: What is the strategic vigilance role of competitive advantage in the Jordanian banking sector?

1.3. Motives for the study:

Selecting this study topic is due to the following multiple motives: The researcher's desire to explore and address the strategic vigilance and its importance as well as the extent to which Jordanian banks need it, and to spread awareness in the Jordanian banking sector about the strategic vigilance importance in building competitive advantage, which in turn enhances the sector's ability to face competitors, especially the foreign banks.

1.4. Aim and objective of the study:

This study aims to examine the application extent of the strategic vigilance dimensions and its role in the competitive advantage in the Jordanian banking sector. To achieve such end, the following objectives were addressed:

1. Theoretical Objectives:

- To clarify the concept and most important dimensions of strategic vigilance.
- To clarify the concept and most important dimensions of competitive advantage.
- To determine the nature of the relationship between strategic vigilance and competitive advantage for the Jordanian banking sector.
- To define the role of strategic vigilance in achieving competitive advantage.

2. Practical objectives:

- To identify the respondents' assessment level of strategic vigilance indicators and competitive advantage in the Jordanian banking sector.
- To expose knowledge and awareness extent of the Jordanian banking sector of the various dimensions of strategic vigilance and its importance.
- To identify the extent of the Jordanian banking sector's dependence on strategic vigilance.
- To determine and interpret the independent variable impact (strategic vigilance) on the dependent variable (competitive advantage) at the Jordanian banking sector.
- Provide recommendations that can be beneficial to senior management in the Jordanian banking sector.

1.5. Study questions:

To achieve the study objectives, the following research questions have been examined:

Q1. What is the contribution of strategic vigilance in enhancing the competitive advantage in the Jordanian banking sector?

Q2. What is the knowledge and awareness extent of the Jordanian banking sector of the various dimensions of strategic vigilance and its importance?

Q3. How does the Jordanian banking sector exercise strategic vigilance?

Q4. To which extent does the Jordanian banking sector depend on the strategic vigilance dimensions?

Q5. What is the level of competitive advantage in the Jordanian banking sector?

Q6. Is there a correlation between strategic vigilance dimensions and competitive advantage in the Jordanian banking sector?

Q7. Are there statistically significant differences in the responses of the study sample individuals due to their personal characteristics?

1.6. Study hypotheses:

This study proposes three major hypotheses as follows:

H01: There's no statistically significant effect at the significance level ($\alpha \leq 0.05$), for strategic vigilance in terms of (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, Marketing Vigilance) dimensions on competitive advantage at the Jordanian banking sector.

H02: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' assessments of strategic vigilance in the Jordanian banking sector due to their personal variables.

H03: There are no statistically significant differences at the significance level ($\alpha \leq 0.05$) in the respondents' assessments of competitive advantage in the Jordanian banking sector due to their personal variables.

1.7. Significance and contribution of the study:

There are two aspects of this study importance, namely:

1. Theoretical importance: This importance stems from the following:

- Insufficiency of studies that addressed the strategic vigilance impact on competitive advantage at the conceptual level in the Arab world in general and in Jordan in particular. Most of the studies did not examine the nature of the relation between strategic vigilance along with its dimensions and competitive advantage, especially in the banking sector. Therefore, according to researcher knowledge, this current study is among the few studies that tackle the strategic vigilance impacts and its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) on competitive advantage.
- On the other hand, this study importance lies in the researcher's conducting a field study to determine the reality of applying strategic vigilance and competitive

advantage at the level of the Jordanian banking sector, especially with the insufficiency of references related to these topics, to provide a scientific practical methods for institutions to study their external environment in order to increase their effectiveness in dealing with them, and to provide a theoretical and applied framework in strategic vigilance field and its role in building competitiveness in the Jordanian banking sector.

- The study deals with two of the most important contemporary topics in the business administration literature, which captured the interests of researchers in different universities and research institutions. These topics are strategic vigilance and its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) and competitive advantage.

2. Practical importance: It stems from the following:

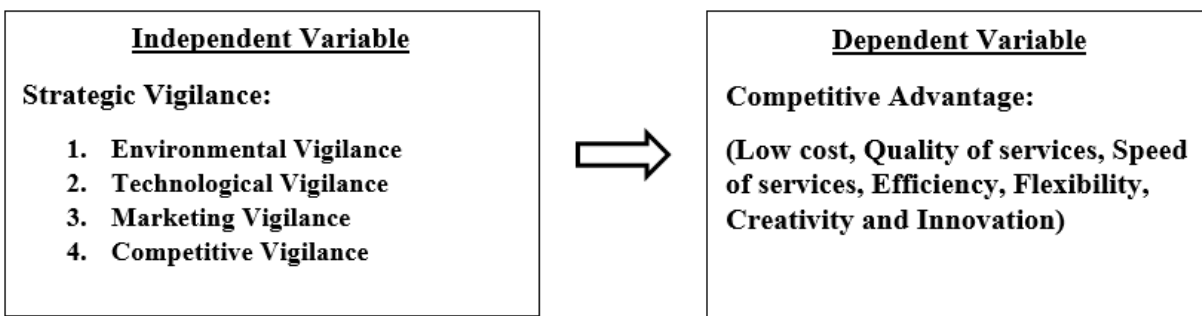
- Since this study is the first to investigate the correlation between strategic vigilance and competitive advantage in the Jordanian Banking Sector, it offers multiple practical and academic contributions to the subject matter, and it contributes towards filling the gap of information regard the subject matter which is useful for future research.
- The study importance stems from strategic vigilance role in enhancing the competitive position of business organizations, which is the only way to continue in light of the urgent need for any adaptation to the ever-changing environment, and to the steady increase in the information volume imposed on the institution to use the most appropriate method to exploit it.
- The researcher expects that the study results will facilitate the task of decision-makers at the Jordanian Banking Sector in adopting the necessary steps that enhance competitive advantage and ensure its continuity.
- The study importance, also, lies mainly in highlighting strategic vigilance role as a main factor in discovering and providing information about the internal and external environment of the institution, especially in banks which are considered the backbone of economic life as they contribute in economy development in terms of financing, mediation, and attracting foreign investments as well as directing them to finance the most efficient, productive, and profitable projects. Moreover, since

strategic vigilance creates knowledge that can be used in enhancing the competitive advantage process, especially with the rapid developments and fluctuations the world is witnessing.

- The study findings are essential to the bank sector managers in Jordan and other developing countries through an insight about resource mechanism that should be embraced as a strategy for their competitive advantage sustainability to survive in the industry.

1.8. Conceptual Model

Based on the study hypotheses and on the use of theoretical literature, also to achieve the study objectives and to make appropriate recommendations in the framework of finding whether there is a statistically significant impact for the independent variable on the dependent variable, the researcher designed a hypothetical model (as in Figure: 1.1) to illustrates the direction of the relationship between the independent variable (strategic vigilance) and the dependent variable (competitive advantage), and finally to determine the nature of independent variable impacts on the dependent variable.



(Figure 1.1) Conceptual Model

Source: The conceptual model is designed by the researcher, depending on the following sources: (Porter, 1980; Porter, 1985; Kostas, 1981; Al-Sayed, 1996; Heizer & Render, 1999; Slack, et. al., 2004; Al-Tawil & Ismail, 2007; Joma'a, 2007; Al-Lami, 2008; Dawood & Abbas, 2018; Krajewski & Ritzman, 2010; Alsha'er, 2020; Al-Adaileh, 2004).

1.9. The procedural definitions of the study variables

Vigilance is considered very important at present due to the developments and changes in both the marketing environment and competitiveness that surround banks, where there are economic, political, and environmental changes in the banking sectors. Vigilant business organizations are more capable on creating knowledge than their opponents, and acting quicker regarding the parts of knowledge and alarms, which lead to improvements in financial, political, and natural changes in banking sectors. Hence, the researcher presents some of the procedural definitions to be used in this research:

1. Strategic vigilance: It is a planned and organized activity in the form of an information system that allows the organization to observe, search, process, analyze, and disseminate information for strategic and competitive goals, in order to seize opportunities and avoid threats. Additionally, it is an information system which is available to the outside continuous surroundings of the institution, with the aim of constant listening to bring about something new in the institution. The four dimensions of strategic vigilance will be clarified as follows:

A- Technological vigilance: It indicates the Jordanian banking sector ability to follow technological developments of its external environment components, such as information systems, Internet, and software, in order to enhance its competitive capabilities. This is measured in paragraphs (1-11) in the questionnaire.

B- Marketing vigilance: It is generally concerned with customers (the enterprise's front market) and it depends upon defining their needs and responding to them, as well as suppliers (the enterprise's back market). It is as well concerned with searching for, processing, and disseminating information about the enterprise's market. This is measured in paragraphs (12-17) in the questionnaire.

C - Competitive vigilance: It is the activity through which the Jordanian banking sector determines its potential and current competitors, by collecting and analyzing qualitative and quantitative information to recognize competitors' strategies, abilities, goals, and performance. This is measured in paragraphs (18 -27) in the questionnaire.

D- Environmental vigilance: It is a comprehensive vigilance to monitor all (demographic, social, cultural, economic, political, legal, and legislative) developments which influence the activities of the the Jordanian banking sector, also to follow up all relevant environmental events. This is measured in paragraphs (28- 36) in the questionnaire.

2. Competitive advantage: It means that the bank provides a valuable service to its customers which exceeds that of competitors, or in other words it can produce its service at a lower cost than its competitors. Moreover, this advantage is characterized by efficiency, creativity, quality, and rapid response to changes. This is measured in paragraphs (37-49) in the questionnaire.

1.10. Previous Studies

The previous scientific contributions in the management field in general, especially those that talk about strategic vigilance and competitive advantage, are of great importance through identifying previous lessons and the variables that have been researched, in addition to the concluded results. Accordingly, the last points helped the researchers to start from new points and build future visions in the research field. Studies in this regard are presented in chronological order from the most recent to the earliest as follows:

- 1. Study of Alsha'er (2020),** entitled: “The Effect of Strategic Vigilance on Organizational Ambidexterity in Jordanian Commercial Banks”, aimed to highlight the strategic vigilance effect on organizational ambidexterity in the Jordanian Commercial Banks. Furthermore, a simple random sample with a size of (217) managers was adopted, whereas the questionnaire was distributed upon the sample members and (171) questionnaire was retrieved. The study also aimed to promote exploitation and exploration strategies by making the most of all the ideas and skills provided by employees and customers. Additionally, the study found a positive significant effect of strategic vigilance on organizational ambidexterity and it also recommended the organizations to employ committees and teams specialized in strategic vigilance and provide them with all necessary resources to achieve organizational goals.

2. **Al-Tanayeeb study (2020)** entitled: "The Impact of Strategic Vigilance in Crisis Management "A Case Study of Housing Bank for Trade and Finance HPTF"- Jordan. The study aimed to examine the impact of strategic vigilance dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) on crisis management and its dimensions (Detecting warning signals, Preparedness and prevention, Contain or limit damage, Recovery and Learning). Furthermore, to achieve the study objectives and to test the hypotheses, a comprehensive sample was used, whereas the researcher distributed (118) questionnaires upon all employees inside the branches of the Zarqa region, (93) questionnaires were retrieved which vaild for actual analysis. Additionally, the researcher adopted a descriptive-analytical approach and used the appropriate statistical methods through the (SPSS) "Statistical Package for Social Sciences" program. Hence, the main results of this study revealed that there is a positive strong relationship between strategic vigilance and crisis management, and that strategic vigilance in terms of its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) has an impact on crisis management. Indeed, the study suggested a set of recommendations, the most important of which is that the (HBTF) management should be given more attention in crisis management by preparing the strategy and continually updating the crisis plans.
3. The study of **Mahmoud and Mahdi (2019)**, entitled "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 Industry". It is an exploratory study sought to ascertain the extent to which strategic vigilance dimensions are applied in order to reach the highest level of strategic renewal in the company being investigated. Furthermore, the study adopted the descriptive- analytical approach, a questionnaire as a main tool, and field interviews were conducted as well, yet, (80) questionnaires were distributed upon the administrative leaders at various administrative levels of which seventy-three responded only. Hence, the results showed a significant correlation between strategic vigilance and strategic renewal, and is that the management of the company, which exercises good strategic vigilance, will inevitably enhance the renewable strategic of the company.

4. The study of **(Hosseini, et al., 2018)**, entitled “Competitive Advantage and Its Impact on New Product Development Strategy (Case Study: Toos Nirro Technical Firm). This case study was conducted to identify and rate competitive advantage factors in new product development in the Toos Nirro technical firm, as the Toos Nirro technical firm is a leading company in meeting the demands of its industry in Iran, also it is one of the most effective manufacturing centers in Iran, which is committed to complying with modern standards and taking advantage of the latest scientific achievements and transfer of technology. In addition to factors identification, they were also rated to reveal which factor ranked the highest in new product development, and this was applied research that was carried out by a descriptive survey methodology. Moreover, by using the Cochran method, a sample of (50) person was adopted and data were collected by questionnaire and analyzed using SPSS software. Finally, results indicated that competitive advantage factors including quality, efficiency, innovation, and accountability were positively and significantly related to new product development.
5. **Study of (Dawood and Abbas, 2018)**, entitled: "The Role of Strategic Vigilance in the Operational Performance of the Banking Sector: Field Research in a Sample of Private Banks". This research aimed to highlight the strategic vigilance role in operational performance and sought to identify the relationship between strategic vigilance and operational performance. Additionally, to explore the strategic vigilance effect on the Bank's operational performance; the four following banks: (The North Bank, the Arabian Gulf, the Middle East, and the National Investment and Finance) were selected based on their ability to respond, whereas the questionnaire was distributed upon managers of departments and divisions in these four banks; and (34) persons of them responded. Indeed, the study results showed a correlation between strategic vigilance and operational performance in the surveyed banks, underscoring the importance of strategic vigilance dimensions, the results showed also that the Bank's management is interested in collecting information about its external environment, and the Banking Department continues to follow up on scientific discoveries in banking systems that belong to its field of work. Nevertheless, the results also showed that the bank's management is monitoring

its competitors from other banks by collecting information, and constantly analyzing its competitors' environment to increase the services quality and gain a good market share.

6. **Study of (Qassem and Ibrahim, 2018)**, entitled: "The Role of Technological Vigilance in Achieving Competitive Advantage: A Field Study on Private Syrian Commercial Banks". The study aimed to examine the relationship between technological vigilance variables and competitive advantage dimensions (Cost, flexibility, and quality) in the Syrian private commercial banks. In order to achieve this, a basic hypothesis has been formulated, with three sub-hypotheses, as the researcher used the questionnaire tool to collect the data analyzed using statistical tests, the most important of which are the one-sample (T. test) and the (Pearson) Correlation. Hence, the researcher reached several results, the most important of which is: a strong positive relationship between technological vigilance and competitive advantage in Syrian private commercial banks.
7. **Nuryakin (2018)** study, entitled "Competitive Advantage and Product Innovation: Key Success of Batik SMES Marketing Performance in Indonesia". The aims of this research were to contribute to literature and the conceptual model of the marketing capabilities influence on competitive advantage and marketing performance, the relationship between market orientation on product innovation and marketing performance, and providing empirical evidences on the importance of competitive advantage and product innovation to enhance superior marketing performance. Moreover, this research used a quantitative approach, and the study sample consisted of (200) respondents who were selected using the purposeful sampling method. This research was conducted upon respondents of owners or managers from Batik SMEs entrepreneurs in Central Java province. Additionally, the area that included: Surakarta, Sragen, Klaten & Sukoharjo where they filled out questionnaires and conducted interviews.

The results of this study clarified the following:

- Marketing capability significantly affects competitive advantage.
- Product innovation significantly affects competitive advantage.
- Competitive advantage has significant effect on marketing performance.

8. **Ndegwa, et. al., (2018)** study, entitled: “Resource Isolating Mechanisms and Sustainable Competitive Advantage Among Commercial Banks in Kenya”. The main purpose of this study was to establish the effect of resource isolating mechanism on sustainable competitive advantage among commercial banks in Kenya. The specific objectives in this study were to ascertain the effect of economic deterrence, identification of rival competitive advantage, and exploitation of opportunities on sustainable competitive advantage among commercial banks in Kenya. Furthermore, a descriptive and explanatory research designs were employed in the study, as the research targeted all the commercial banks in Kenya. Additionally, purposive sampling was used to select a sample of (160) respondents from the key departments of Finance, Sales and Marketing, Strategy and Operations of all the forty (40) commercial banks’ headquarters in Kenyan capital Nairobi. Nonetheless, the data collection instrument used was semi-structured questionnaire, and the variable characteristics were summarized using descriptive statistics, hence, agreement to the most frequent responses to the statements on the study variables ranged between moderate and high extent. Based on the hypotheses testing results, there is a positive effect of resource isolating mechanism on sustainable competitive advantage.
9. **Bin Edah (2017-2018)** study, entitled “The Role of Strategic Vigilance in Achieving Competitive Advantage: A Case Study of a National Drug Retail Distributor Corporation”. This study sought to explore strategic vigilance and its role in achieving the institution’s competitive advantage, and to identify the various concepts related to strategic vigilance, the conditions for its effectiveness, and the various concepts related to competitive advantage, its determinants, and its sources. The study relied mainly on the descriptive-analytical approach, in addition to adopting the case study approach. Moreover, the study results indicated that the frameworks of organizations lack required aware of the role played by vigilance in creating competitive advantage since the vigilance culture is somewhat far from the management thinking of the institution, also the results indicated that the organization failed to provide a specialized team in the institution vigilance field.

The study concluded that competitive vigilance process is an integrated part of the organization, because it is considered the most important source in providing the organization with the needed information to better confront its competitors, and achieve a competitive advantage through which it can outperform them, also the organization can achieve a competitive advantage, not only by providing a product at the lowest cost or being distinguished for, but also due to the optimum utilization of its human, material, and financial resources, its organizational capabilities, and other possibilities that allow the application of its competitive strategies.

The study recommended the necessity for Algerian institutions to adopt a culture of strategic vigilance because of its great importance, especially after the opening of the Algerian markets to international competition.

10. The problem of (**Amiri, et. al., 2017**) study is represented in the challenges that foreign insurance companies impose on Iranian domestic companies, whereas the study dealt with competitive intelligence and its effects on the creation of sustainable competitive advantage. Moreover, a sample of (123) middle and senior managers working in Iran Insurance Company in Tehran were surveyed, and the data were collected via questionnaire and analyzed using Structural Equation Model (SEM) via PLS software. The study results showed that competitive intelligence had a positive effect on the creation of competitive advantage based on two sets of process and contextual factors, with the former exerting greater effect in this regard. Additionally, it was concluded by the study results that companies were required to gain competitive advantage by establishing a strategic unit to collect, analyze, and share intelligent information derived from internal and external environment.

11. Nawaiseh (2014) study, entitled “The Impact of Human Resource Management Functions in Achieving Competitive Advantage: Applied Study in Jordan Islamic Bank”. This study was a survey one that aimed to determine the impact of human resources management functions to achieve competitive advantage in Jordan Islamic Bank, as it utilized the descriptive-analytical approach, and a simple random sample of (426)

employees, also the statistical package for Social Sciences (SPSS) was used for data analysis. Indeed, the study reached a number of results, most important of which are: There is an impact of human resource management functions on competitive advantage, and that human resources management functions interprets about (64.6%) of the variance in competitive advantage. Consequently, the study suggested a number of recommendations as follows:

- The necessity to create an organizational culture that promotes optimum and effective usage of the human resources management functions in the organizational environment, yet, to improve these functions until reaching the desired higher levels; compatibility between design and analysis of the work with organizational structures must be achieved.
- To provide incentives for workers and to develop actions of promotion.

12. The study of **Burahly and bin Lahrash (2014)**, entitled” The reality of strategic vigilance and economic intelligence in the Algerian banking sector - the case of the Constantine state”. This one was a field study that sought to identify the reality of strategic vigilance in the Algerian banking sector, and to shed light on the concept of strategic vigilance and economic intelligence, plus highlighting its importance and areas of use. Furthermore, the study adopted the descriptive-analytical approach, as the study sample consisted of (12) commercial banks with their branches in the Wilaya of Constantine, which represent (60%) of the total banking sector community in Algeria, and according to the study results, the following are the most important:

- The banking sector in Algeria is still far from applying strategic vigilance and economic intelligence, bearing in mind that the signs of interest in these two concepts appeared only during conferences and forums, in addition to a small number of economic institutions that used a section on strategic alertness and economic intelligence.
- The banking sector relies mostly on managers to collect, analyze, and study information. Hence, in most banks, carrying out this job is considered as a diligence to managers, also, some banks have different committees to conduct this task whether in the directorate or the bank main branch.

- The source of information gathered in the banking sector is mostly from customers, as most of bank managers seek to identify the strengths and weaknesses of other banks, then they exploit the latter as a bank source of strength in which they work, and accordingly helps them to attract customers.

The study suggested a number of recommendation most important of which are:

- The necessity to establish a special section for strategic vigilance and economic intelligence at the level of all banks also equipped with the necessary material and human capabilities, in order to monitor the bank perimeter and follow up all its changes.
- The necessity of seeking the assistance of experts when analyzing and processing information in order to make sound future decisions that increase the development of the bank's activity.
- The necessity for all employees participation at all levels in gathering information and monitoring the bank environment, as strategic vigilance and economic intelligence are a collective process in which the efforts of all workers are integrated.

13. Kargali (2014) study, entitled “Technological vigilance as a tool to increase the competitiveness of banks: A comparative reference study for banks operating in the state of Bouira”. The main objective of this study was to shed a light on technological vigilance as a tool to face the challenges encountered the Algerian banks, which constitute a crucial element in the current era, represented in technological developments on the one hand and the intensification of competition on the other hand.

The study adopted the case study and comparative approaches, in addition to the questionnaire, personal interview, and desk survey tools. Furthermore, the study reached a number of results, the most important of which were proving the close link between banks competitiveness and the availability of accurate, appropriate, and timely information about the new technology, as well as those used by competitors, and the Algerian public commercial banks face competition from the private commercial banks, which have a cell for technological vigilance and therefore benefit from the advantages

granted by the latter and can be seen through their banking services distinguished from other commercial banks.

The study suggested several recommendations, the most important of which were: The necessity of establishing the concepts related to technological vigilance and its role in escorting technological evolutions and increasing the competitive spirit among the bank employees to guarantee the success of the vigilance cell. The other recommendation is to choose those who have competence and providing them with the appropriate training programs, with practical training in areas of technological vigilance that they have not previously worked in so that they can be able to monitor and follow up on all developments taking place in the environment in the future.

14. Khawla (2013) study, entitled “The Role of the Marketing Information System in Enhancing the Competitive Advantage: A Case Study of the GAS LINDE Corporation, Annaba Branch during 2013’. This study is a field one that aimed to examine the issue of Marketing Information System as a supportive tool that enhances the competitive advantage of the economic institution, especially in light of the current developments after the emergence of the so-called information revolution. Through this study, the researcher tried to study the marketing information system and its contribution to achieving the institution objectives, as well as shedding light on the concepts related to competitive advantage and its most important sources, also highlighting the role of the marketing information system in enhancing it by influencing some of its components. Moreover, the study sought to identify the reality of adopting the marketing information system in the industrial gas production sector.

The study adopted the descriptive-analytical approach, in addition to the interview and questionnaire tools to collect data from its primary sources, as the study population is represented in the individuals working in the corporation, who numbered (62) workers. Furthermore, the process of choosing the sample of (40) workers was according to the educational level, also, these respondents use the information system (especially the frames), or at least who can understand and answer the questions posed, in order to obtain more accurate and credible answers.

The study reached several results, the most important of which are:

- The marketing information system is an effective tool to enhance the competitive advantage and contributes significantly on achieving the organization's goals in an effective and efficient manner.
- The existence of a statistically significant relationship between the availability of the marketing information system and between strengthening the competitive advantage in all its aspects (product quality, competitive vigilance, creativity and product development, and improving marketing performance).
- Algérie Gas Linde has a competitive advantage that enables it to ensure its survival and continuity, gained from several sources.
- Algérie Gas Linde organization adopts a marketing information system with all its components.

The study suggested a number of recommendations, the most important of which are:

- The need to pay more attention to competitors, to create, and update their own database.
- The necessity for the marketing department to be independent of the commercial interest of the organization.
- The need to dispense with the organization's secondary activities and focus on the main one of providing industrial gases, whether through production, conditioning, or importing.

15. Ismail (2010) study entitled:” Electronic Banking Marketing and Competitive Advantages of Jordanian Banks: A Field Study on Jordanian Banks”. This study aimed to identify the impact of electronic banking services and other services accompanying the banking service essence on granting Jordanian banks a competitive advantage that contributes to supporting their ability on competing among banks at the local and regional levels.

The descriptive-analytical approach was used in this research, along with the questionnaire as a data collection tool, and statistical methods were used such as:

Correlation coefficient, normal distribution test, the mean, standard deviation, frequency distributions, and multiple regression analysis.

The study sample included all the major banks operating in Jordan and their main branches in Amman, Zarqa, and Irbid governorates which numbered (100) branch, and were examined based on the comprehensive survey method.

The study concluded that the Jordanian banks majority rely on their own online websites to promote themselves and their affiliated branches, in addition to introducing customers to their modest traditional and electronic services, which are still fairly new and are limited to some electronic plastic cards, the speaking bank, the cellular bank, automated teller machine, and express transfers.

The study presented a number of recommendations, the most important of which were: Each Jordanian banks can prove its perfection at the local level throughout competitive advantage via electronic means to serve and expand their customers-based-scale. Moreover, Jordanian banks can prove its perfection also at the regional level throughout competitive advantage via integrated services, as the revolution of Communications have made electronic banking services an imperative in determining the future and development of banks.

16. Al-Adaileh (2004) study, entitled “Impact of strategic options on competitive advantage in Arabic Potash Company.” The leading goal of the study is clear from the title, and accordingly, the study population consisted of (176) employees. Consequently, the study reached a number of results, among of which are:

- The market leadership used a strategy of the least cost which was high in range, similarly, the searched differentiation strategy was effective and also high in range, while for competitive forces came moderately.
- There is a correlation between the dimensions of strategic options, competitive forces, and competitive advantage.
- There is a variance in the relative influence degree of the independent variables (Cost, differentiation strategy, and competitive forces) in (The price and non-price competitive advantage).

17. Al-Tamimi & Al-Khshali (2004) study, entitled "Creative behavior and its impact on competitive advantage in the food industry sector in Jordan". It is a field study aimed at identifying the extent of the creative behavior influence of managers on the competitive advantage in the food industry sector in Jordan. Hence, to achieve the study objective; a questionnaire was designed and distributed to a sample of (69) managers from eight companies operating in this sector. Moreover, the study results showed a moderate medium level for the dimensions of both creativity behavior and competitive advantage, a significant positive association between most of behavior dimensions and most of competitive advantage dimensions, and creative behavior has significant impact on competitive advantage. The study results also showed that problem solving and rich communications have impact on all competitive advantage dimensions and administration's ability to manage change, and creativity encouragement have impact on some dimensions of competitive advantage, but risking has no impact on competitive advantage. Hence, the study provides several recommendations to help overcome some of the shortcomings of managers' creativity behavior.

What distinguishes this study from previous studies:

By reviewing the previous studies, it is evident that most of them dealt with institutions rather than banking sectors, and with different aspects of strategic vigilance, so that some studies focused on one dimension of strategic vigilance, and dealt with the extent of its impact on the institution competitiveness and its role in creating a competitive advantage in a specific field. While some of the studies dealt with strategic vigilance and its impact on marketing performance, and on new product development strategy. Furthermore, some of the studies dealt with the relationship between strategic vigilance and marketing culture and its impact on the marketing management direction, and still others dealt with creative behavior and its impact on competitive advantage.

Only four studies dealt with banking sectors in Jordan, according to the researcher knowledge: The first study, (Alshaer, 2020), focused on the strategic vigilance role in organizational ambidexterity, the second study, (Al-Tanaeeb, 2020), dealt with the strategic

vigilance impact in crisis management, the third study, (Nawaiseh, 2014), dealt with the impact of human resource management functions in achieving competitive advantage, while the fourth study, (Ismail, 2010), dealt with electronic banking marketing and competitive advantages.

Regarding the Arabic studies, only five dealt with banks. First study, (Handal, and Hassan, 2020), dealt with the use of technological vigilance in enhancing the quality of service in public and private banks in the city of Tikrit in Iraq, the second study, (Dawood and Abbas, 2018), dealt with the strategic vigilance role in the operational performance of the banking sector in Iraq, the third study, (Qassem and Ibrahim, 2018), dealt with the role of technological vigilance in achieving competitive advantage in the private syrian commercial banks. The fourth one, (Burahly and bin Lahrash, 2014), dealt with the strategic vigilance reality and economic intelligence in the Algerian banking sector, and the fifth study, (Kargali, 2014), dealt with technological vigilance as a tool to increase the competitiveness of banks in the state of Bouira, Algaer.

Most of the prvious studies have used the descriptive-analytical approach, as well as utilizing the questionnaire as the best tool for measurement.

What distinguishes this study from previous studies is that it is the first to examine the relationship of strategic vigilance dimensions with competitive advantage in the banking sector in Jordan. In addition to shedding light on the banking sector awareness in Jordan regarding the concepts of strategic vigilance and competitive advantage.

However, this study will advantage of the methods and the tools used in the previous studies.

In addition to the above, it can be concluded from the previous studies the following:

- Objective analysis of the internal and external environment, identifying the organization strengths and weaknesses in the internal environment, also opportunities and threats in the external environment are the essence of strategic vigilance, without of which strategic vigilance loses its value.

- Strategic vigilance that allows expanding the scale of organization's ability to obtain information, anticipate changes, and consider from multiple angles towards opportunities and risks, it therefore enables the organization to respond quickly to seize opportunities and confront risks in a timely manner.
- Technological vigilance is the most essential dimension associated with the following features: Detection, preparedness, prevention according to warning signs, risks containment or minimization, recovery, and learning, and therefore it is a communication tool that has made the world a small village. On the other hand, competitive vigilance and marketing vigilance are related to customers, to identifying their needs, and responding to them, which lead to the development of the banking institution in line with the requirements of customers who constitute the essential element for banking sector continuity.

These results will be taken into account when the researcher deal with the various aspects of his current study.

1.11. Literature Taxonomy:

The table (1-1) bellow represent the Literature Taxonomy.

Table (1-1) Literature Taxonomy

- literature taxonomy

	Study	Country ,period, and sample size	Independent Variable	Dependent Variable	Intermediate Variable	Techniques	Findngs
1	Alsha'er (2020)	Jordanian Commercial Banks. (1 year, 2020), 171	Strategic vigilance (SV)	Organizational Ambidexterity (OA)	None	Stepwise Regression SD, Mean, ANOVA	(+) positive significant effect of (SV) on (OA)
2	Al- Tanayeeb study (2020)	Housing Bank for Trade and Finance HPTF , Jordan(1year,2020), 93 employees in the Zarqa region	Strategic Vigilance (SV)	Crisis Management (CM)	None	Mean,SD and frequencies, spearman correlation, Cronbach' Alpha,Normal Distribution, Multicollinearity Test,Multiple Regression and Stepwise Regression	(+) significant positive, strong relationship and impact between (SV) in terms of its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) on (CM).

3	Mahmoud & Mahdi (2019)	Diyala General Company for Electrical Industry, Iraq. (1 year, 2019), 73	Strategic Vigilance (SV)	Strategic Renewal (SR)	None	Cronbach' Alpha ,frequencies,Mean,SD ,Pearson correlation, Regression	(+) positive correlation between (SV) & (SR) (+)positive effect of (SV) on(SR) (exploratory & investment)
4	Hosseini, Soltani & Mehdizadeh (2018)	The Toos Nirro technical firm in Tehran, Iran. (1 year, 2018), 50	Competitive Advantage (CA)	New Product Development Strategy (NPDS)	None	Cronbach' Alpha, Kolmogrov –Smirnov test , Friedman test	(+) positive correlation between (CA) & (NPDS)
5	Dawood & Abbas (2018)	The banking sector in Iraq. (1 year, 2018), 34	Strategic Vigilance (SV)	Operational Performance (OP)	None	Median, SD, Coefficient of variation, Regression	(+) significant positive correlation between (SV)& (OP). (+)significant positive effect of (SV)& on (OP).
6	Qassem and Ibrahim (2018)	Private Syrian Commercial Banks, Syria. (1year,2018),86	Technological Vigilance (TV)	Competitive Advantage (CA)	None	Mean and SD , One Sample Test,Pearson Correlatin	(+) strong positive relationship between (TV) and (CA) in Syrian private commercial banks.
7	Nuryakin (2018)	Batik SMEs in Central Java province, Indonesia, (1 year, 2018), 200.	Marketing Capabilities (MC) & Market Orientation(MO)	Marketing Performance (MP)	Competitive Advantage (CA) & Product Innovation(PI)	Regression , Correlation , SD, Mean	1. (MC) has insignificant effects on (MP). 2. (+) (MC) has positive effects on (CA). 3. (+) (MO) has positive effects on (PI) & on (MP). 4. (+) (PI) has positive effects on (CA). 5. (+) (CA) has positive effects on (MP). 6.(+) (PI) has positive effects on (MP).
8	Ndegwa , et.al. (2018)	Kenyan commercial banks, (1 year, 2018), 129 managers of key departments of the 40 commercial banks in Kenya	Resource Isolating Mechanisms (RIM) , Economic Deterrence(ED), Identification of Rival Competitive Advantages(IRCA), Exploitation of Opportunities(EO).	Sustainable Competitive Advantage (SCA) (Product differentiation, Cost leadership, Organizational responsiveness, Effective supply chain management).	None	Means, variances, coefficients' of variation, correlation coefficients & regression .	(+) positive effect of (RIM on (SCA) (-) negative relationship between (ED) & (SCA). (+) positive effect of (IRCA) on (SCA) (+) positive effect of (EO) on (SCA)
9	Bin Edah (2017-2018)	National Drug Retail Distributor Corporation, Algeria, (2 years, 2017-2018), 41	Strategic Vigilance (SV)	Competitive Advantage (CA)	None	Simple statistics (frequency & %)	(+) positive relation between (SV)& (CA)

10	Amiri, et. al. (2017)	Iran Insurance Company in Tehran, (1 year, 2016), (123 middle and senior managers).	Competitive Intelligence (CI)	Competitive Advantage (CA)	None	Factor analysis, One-Sample t-test, structural equation model.	(+) positive correlation between (CI) & (CA)
11	Nawaiseh (2014)	Jordan Islamic Bank, (1 year, 2014), 426 employees	Human Resource Management Functions (HRMF)	Competitive Advantage (CA)	None	Multiple Regression & t-test.	(+) positive correlation between (HRMF) & (CA).
12	Burahly & Bin Lahrash (2014)	Algerian banking sector - the case of the Constantine state, (2 years 2013-2014), (12 branch managers).	None (It is an exploratory study that sought to identify the reality of strategic vigilance in the Algerian banking sector)	None (It is an exploratory study that sought to identify the reality of strategic vigilance in the Algerian banking sector)	None	Simple statistics (frequency & %)	1.The banking sector in Algeria is still far from being applied in strategic vigilance and economic intelligence. 2. The banking sector relies mostly on managers to collect, analyze and study information
13	Kargali, Asma (2014)	Bank managers in five banks and their branches in the state of Bouira in Algeria (1year,2014)	Technological vigilance (TV)	Competitive Advantage of banks (CA)	None	Frequencies and percentages	(+) positive relation between (TV) and c(CA) of banks.
14	Khawla (2013)	Algérie Gas Linde organization, (1 year, 2013), 40 workers	Marketing Information System (MIS)	Competitive Advantage (CA)	None	Frequencies , percentages, mean,SD, Pearson correlation.	(+) significant positive relationship between(MIS) & (CA)
15	Ismail (2010)	Jordanian Banks, (1 year,2009), 95 managers of Jordanian banks	Banking Services via Magnetic electronic plastic cards , online banking , and phone and mobile banking services	Competitive Advantage, profitability , reducing transaction costs , and excellence in presenting services	None	Correlation ,coefficient , arithmetic mean ,standard deviation , and frequency distributions , ANOVA	(+) significant positive correlation between the banks use of magnetic plastic cards & increasing profitability &competitiveness (+) significant positive correlation between the degree of providing services via the internet & decreasing the transactions costs & increasing the number of customers (+)significant positive correlation between the degree of providing services via the phone & mobile banking service & competitiveness
16	Al-Adaileh (2004)	Arabic Potash Company, Jordan, (1 year, 2004), 147 employees	Strategic Dimensions (SD)	Competitive Advantage (CA)	None	Regression	(+) significant positive correlation between (SD) & (CA)
17	Al-Tamimi & Al-Khshali (2004)	Food Industry Sector in Jordan,(1 year, 2004), 69 managers belonging to the eight companies operating in this sector	Creative Behavior (CB)	Competitive Advantage (CA)	None	Regression	(+) significant positive association between (CB) & (CA)

1.12. Outline of the thesis:

This thesis consists of five chapters as follows:

- Chapter one - Introduction: Outlines the most important parts of the study as well as the previous studies related to the subject of the study.
- Chapter Two - Literature Review and theoretical framework: Provides a detailed review of the extant literature on strategic vigilance dimensions & competitive advantage in business organizations in general, and in the banking sector in particular, as well as presenting theoretical framework for the study.
- Chapter Three – Methodology: Comprised of what method of research, data collection, and data analysis were utilized, as well as what kind of sampling techniques and scales were employed.
- Chapter Four – Results: Provides significant information about the study results and summarizes the survey results in a logical order.
- Chapter Five – Discussion of the results: Explains the implications of the survey results, conclusion, and recommendations.

CHAPTER TWO: THEORETICAL FRAMEWORK

This chapter presents the study theoretical framework, as well as providing a review of the extant literature on strategic vigilance dimensions and competitive advantage in business organizations in general, and in the banking sector in particular.

2.1. The concepts of the study

The study concepts consist of the following:

2.1.1. The concept of strategic vigilance:

Strategic vigilance is indeed a strategic process that provides the organization with information based on scientific standards, which accordingly qualify it to better face competition, especially in today's world that turning into a small village, yet, all organizations and institutions are looking for ways to reveal their environment and find ways to enhance and defend their information sources. Moreover, this requires business organizations to analyze its internal and external environment to seize opportunities and face risks, then obtain the largest share in the market, and maintain their continuity. Therefore, it is necessary in this context to define the strategic vigilance concept, its various dimensions, and its importance for building competitive advantage.

Strategic Vigilance is a complex and comprehensive organizational process, aims at ensuring the organization sustainability and continuing their activities, thus, it means monitoring any poor information or signal in its wide environment so that such proactive information allows creating opportunities of survival and the ability to handle potential risks and threats, in addition to reduce the uncertainty degree and the disruption effects that may occur during changing the aspects of social, economic, and technological environment (Harish. & Subashini, 2014).

The concept of strategic vigilance is one of the modern concepts in management science strategy, and constitutes a dimension of the "survey" concept introduced by Aguilar in the year (1967) to manage the ever-changing business environment and its attendant uncertainty. Indeed, Aguilar was the first to pay attention to the perimeter process of the organization, where he used in his book

“Scanning the business environment” the term “Radar” or “Scanning” to illustrate that the organization should set up a scanning system to protect its surroundings. Moreover, Environmental scanning, according to Aguilar, refers to exploring and obtaining “Information about events and relationships in the company’s external environment, in addition to knowledge that will assist senior management in its task of charting the company’s future course of action.” (Aguilar, 1967: 1). Furthermore, the strategic vigilance concept is considered the human and technological radar used by the organization as means to monitor its surrounding environment, or detect sudden disturbances alongwith the possibility of addressing them rapidly by collecting information and evaluating the environment (Dargali, 2016: 10) (Schoemaker & Day, 2019: 2).

Despite the recent emergence of strategic vigilance concept, it has been widely spread within the economies of Western countries; due to the contributions made by many researchers, such as Dou, Martre, Martinet, Jakobiak, Lesca & Diffrenbach (Tamboura, 2008: 47).

The development of strategic vigilance concept has passed through three stages, the first is searching for data about competitors, which took place during the sixties and the seventies of the last century, it was that of observation and environmental assessment based on the sources and use of scientific data, yet, business organizations during this stage were seeking environmental intelligence. The second one is the stage of industry and competition analysis, which took place during the eighties, but with the early nineties, business organizations reached the integration of environmental survey results in the decision-making process, therefore the enterprise intelligence becomes the bulk of strategic decisions (Al-Alia, 2014: 5).

The aforementioned stages of development of strategic vigilance concept can be clarified in the following table (2-1):

Table (2-1): The stages of development of the concept of strategic vigilance

Period		Features of vigilance				
		Method	Orientation	Analysis	Relation to decision-making process	Personnel assigned
1960 & 1970	Finding data about competitores	Unofficial	Planning	Almost nonexistent	Weak	Marketing
1980	Industry & competition analysis	Official	Planning	Quantitave	Medium	Planning & marketing
1990 & up to date	Enterprise intelligence is the bulk of strategic decisions	Official	Planning & Strategic	Quantitave & qualitative	High	Vigilance cell

Source: Brouard, Fronsois (2000). Let strategic intelligence take stock of the terminology and the concept, ASAC-IFSAM Congress, University of Quebec at three rivers, Canada, October, P.2.

It is clarified from the above table that strategic vigilance during the sixties and seventies was an informal vigilance with a tactical orientation entrusted to sales and marketing personnel, and was concerned with searching for simple data about competitors. During the eighties, the vigilance became concerned with analyzing both the industry and competitors, yet, it is an official and planned vigilance. Along with the beginning of the nineties, the scope of strategic vigilance expanded beyond the industry scope and to include various marketing and technological fields.... etc, thus, the strategically-oriented-based organization became to determine the institution decisions and has a special vigilance cell.

Strategic vigilance is considered the practical function of a business organization, as it is concerned with the continuous collection, analysis, dissemination, and management of information in an optimal way to help managers on making appropriate decisions that will develop the organization (Al Alia, 2014: 7). Furthermore, the strategic vigilance role is manifested in detecting and investigating changes and developments for forecasting and decision-making. Therefore, business organizations, if want to maintain in the market, must establish an effective system of strategic

vigilance, allowing it to follow up, monitor, and control its workflow, and lead its relationship with the environment in which it operates, especially with regard to competitors, through finding out the leaders among them in the market, determining their strengths and weaknesses, their goals, aspirations, orientations, policies, and strategies, in addition to collecting relevant information, addressing it, and delivering it in a timely manner to decision-making centers (Tamboura, 2008:47).

The strategic vigilance concept has been widely defined as “Monitoring the environment and following the targeted dissemination of analyzed and selected information in order to make strategic decisions” (Putin and Hadeed, 2004). Additionally, it indicates attention and awareness towards current events, internal and external experiences, continuous scrutiny regarding expectations and a desire to innovate (Weick & Sutcliffe ,2006). Moreover, this concept is like the organization's radar by sensing the various developments surrounding the organization to seize new opportunities and reduce risks associated with the uncertainty (Issa & Obakhti, 2019). Furthermore, strategic vigilance is the collection, processing, and storage of information as well all the strong and poor signals emanating from the organization internal and external environment (Dhenin & Fournier, 1998: 203).

Strategic vigilance is defined by (Lesca, 1997: 435) as an informational context that begins with information search and ends with using it for the organization to have a vision about its environment and determine its position in the competitive market. Hence, this definition indicates that the strategic vigilance process begins with the stage of information searching, analyzing, and processing, then, using information at the appropriate time for decision-making. It is therefore, a continuous collective action through a group of individuals that collects and uses information voluntarily and proactively in line with possible changes in the external environment, in order to create business opportunities, and reduce the risks of uncertainty in general (Lesca, 1993).

In the same context, (Humbert & Blanco, 2002: 7) defined strategic vigilance as a continuous process implemented collectively by a group of individuals in a voluntary and proactively manner, in addition to using information which related to the changes that may occur in the external

environment; in order to create business opportunities, risk reduction, and uncertainty that allow the organization to act quickly and in a timely manner.

For (Karome and Omarsiti, 2010:4), Strategic vigilance refers to the informational context in which the organization is able to prioritize and administrative (voluntary) listening to its external environment to open outlets to appropriate opportunities for exploiting them timely, or to identify, avoid, and minimize risks effects. This process includes gathering, distributing, analyzing, and disseminating strategic information for nurturing strategic decisions, also to ensure the continuous success of organizations in highly competitive environments.

Similarly, Allawi (2016) defined strategic vigilance as a smart monitoring and follow-up process of the organization's surroundings by searching for current and future information. It is also defined as inquiring about competitors' behavior, technological innovations, monitoring commercial strategies, identifying the new desires of consumers, and in general monitoring the environment, all of these activities are part of the strategic vigilance which means organizing the tasks of observing, testing, interpreting, and disseminating information with the aim of improving important decisions in the organization (Ansoff, 1965).

It is also known as the information race through which the organization can voluntarily listen to its external environment to open up opportunities for exploiting them in the proper time, also to identify, avoid, or minimize threats (Dawood, & Abbas, 2018; Goujil, 2012).

Some scholars defined strategic vigilance as an activity that is concern of monitoring the environment to collect, analyze, and disseminate the information that has been selected and processed, and accordingly becomes useful in the strategic decision-making process (Mahmoud & Mahdi, 2019: 6)

Ribalty defines strategic vigilance as: “The intelligent comprehensive monitoring of the enterprise environment to collect the basic information on which the future of the enterprise is based (Al-Alia, 2014 :8). Additionally, strategic vigilance also defined as: “A continuous and organized process of strategic information management, the ultimate goal of which is creativity by transforming ideas into knowledge, procedures, and products, as well as creating competitive

advantages that allow the organization to adapt with the transformations that occur in its surroundings” (Mourad, 2009/2010: 130). Thus, strategic vigilance aims to create new ideas through creativity and to gain competitive advantages.

(Omar and Lamin, 2017: 15) emphasized that strategic vigilance is a tool to maintain the institution continuity and to face the competition challenges among other institutions, through improving the enterprise competitiveness, and it also affects strategic thinking through the information it provides. Furthermore, strategic vigilance is “A permanent monitoring process of the environment, which inevitably leads to occupying a high place in its field of activity, as it is represented in an informational path within a prior and anticipatory work scale of events and possible changes that may occur by identifying the topics and interested dealers, or what is called “Targeting the future”, which has a continuous and integrated approach to collect information starting with the ones that have been collected, analyzed, processed, and disseminated by the right time and person; to make the right decision.

For (Al-Taha & Hassoun, 2021), strategic vigilance is a method of systematic monitoring of the various sectors surrounding the organization with the aim of following up, keeping pace with developments, and then the possibility of anticipating future changes and working to confront challenges and threats in the business environment. As for (Fairouz & al-Zahraa, 2015: 8), strategic vigilance is an organized method in the organization strategic management, focusing on the competitive aspect, processing information, and identifying useful information to control the organization periphery (opportunities and threats).

(Michel et al., 2007: 26) mentioned several steps on which strategic vigilance is based, namely: Choosing the organization optimal strategy, identifying the targeted markets, seizing opportunities in the markets, measuring risks, forecasting moderate or long-term changes, observing the strategic environment, analyzing information that can affect the strategy implementation, and finally making the right decisions.

It seems from the aforementioned definitions that they came in the context of Lesca's definition, as most of them indicate that strategic vigilance is known as: "Gathering, analyzing, and storing information, and then making them ready for use by decision makers in the organization. This is

not surprising, given that Lesca is considered one of the leading pioneers in the strategic management field, especially strategic intelligence and vigilance.

However, the most important definitions of the concept of strategic vigilance can be summarized in the following table (2-2):

Table (2- 2) Different Definitions of the Concept of Strategic vigilance

Source	Definitions
(Aguilar, 1967: 1)	Aguilar was the first to explore the term strategic vigilance as “environmental scanning”, a term which refers to: exposure and obtaining “information about events and relationships in the company’s external environment, and knowledge that will assist senior management in its task of charting the company’s future course of action.”
Lesca (1997: 435)	Strategic vigilance is a continuous collective action through a group of individuals that collects and uses information voluntarily and proactively in line with possible changes in the external environment, in order to create business opportunities, and reduce the risks of uncertainty in general. It is an informational context that begins with the search for information and ends with its use in order for the organization to have a vision about its environment and determine its position in the competitive market.
(Humbert & Blanco, 2002: 7)	It is a continuous process implemented collectively by a group of individuals in a voluntary and proactive manner and the use of information regarding environmental changes that may occur in the external environment, in order to create business opportunities, risk reduction, and uncertainty that allow the organization to act quickly and in a timely manner.
(Dargali, 2016: 10; Schoemaker & Day, 2019: 2).	Strategic vigilance is considered the human and technological radar that the organization uses as a means to monitor its surrounding environment or detect sudden disturbances and the possibility of addressing them as quickly as possible by collecting information and evaluating the environment.
(Al-Saffar, 2017: 88)	Strategic vigilance is a surveillance or radar system that monitors all strengths and weaknesses, seizes opportunities and avoids threats.
(Fairouz & al-Zahraa, 2015: 8)	Strategic vigilance is an organized method in management in the strategic management of the organization, focusing on the competitive aspect, processing information and knowing useful information to control the periphery of the organization (opportunities and threats).
(Al Alia, 2014: 7)	Strategic vigilance is the practical function of a business organization, as it is concerned with the continuous collection, analysis, dissemination and management of information in an optimal way in order to help managers take appropriate decisions that will develop the organization.
(Putin and Hadeed, 2004)	It is monitoring of the environment and following the targeted dissemination of analyzed and selected information in order to make strategic decisions"

(Hadeed& Hadeed,2005:189).	It is a coordinated operation similar to radar or warning that follows the dangers and then gives the warning signals for the warning.
(Dhenin & Fournier, 1998: 203).	Strategic vigilance is the collection, processing and storage of information and all the strong and weak signals emanating from the internal and external environment of the organization.
Karomi and Omarsiti (2010:4)	Strategic vigilance refers to the informational context in which the organization is able to prioritize and administrative (voluntary) listening to its external environment in order to open outlets to appropriate opportunities to exploit them in their time, or to know the risks and avoid them, and minimize their effects. This process includes gathering, distributing, analyzing and disseminating strategic information for the purpose of nurturing strategic decisions. It is to ensure the continuous success of organizations in highly competitive environments.
(Ansoff, 1965).	It is inquiring about competitors' behavior, technological innovations, monitoring commercial strategies, knowing the new desires of consumers, and in general monitoring the environment, all of these activities are part of the strategic vigilance which means organizing the tasks of observing, testing, interpreting and disseminating information with the aim of improving important decisions in the organization
(Dawood, & Abbas, 2018).	It is also known as the information race through which the organization can voluntarily listen to its external environment in order to open up opportunities to exploit it in the proper time, to identify threats, and to avoid or minimize its effects.
(Mahmoud & Mahdi, 2019: 6)	Strategic vigilance is an activity that takes care of monitoring the environment in order to collect, analyze and disseminate the information that has been selected and processed, which becomes useful in the strategic decision-making process.
(Mourad, (2009/2010: 130).	It is a continuous and organized process of strategic information management, the ultimate goal of which is creativity to transform ideas into knowledge, procedures and products, as well as creating competitive advantages that allow the organization to adapt to the transformations that occur in its surroundings.
(Ghallab and Malika, 2012: 158).	Strategic vigilance means: "The organization's style in the strategic management of the organization focuses on improving its competitiveness by collecting and processing information and disseminating useful knowledge to control the environment, and this approach recruit workers and focuses on internal and external networks"
(Michel et al., 2007: 26)	Strategic vigilance is consisting of: choosing the optimal strategy for the organization, knowing the target markets, seizing opportunities in the markets, measuring risks, forecasting changes, whether medium or long-term, observing the strategic environment, and analyzing information that can affect the implementation of the strategy, and finally making the right decisions.
(Goujil,2012: 3)	It is a system of predicting events to exploit opportunities in a timely manner, especially during crises from the external environment, in order to help the organization stay in a state of caution and prevention, it is similar to radar that captures information and signals to help the institution overcome all crises that occur or may occur.

From the aforementioned definitions, it can be concluded that strategic vigilance is the intelligent and continuous activity of business organization to search for and monitor information about the changes that occur in the organization's surroundings, then process, analyze, and disseminate this information to be exploited by decision-makers to seize opportunities, avoid threats, supporting creativity, and innovate new things in the organization, with the aim of maintaining survival, growth, and competitiveness. Thus, it is an offensive investment control practices for all (Technological, marketing, competitiveness, and environmental) changes and developments, which contribute to improve the competitive advantage.

In addition, several characteristics of strategic vigilance can be identified, the most important of which are the following (Ibrahim & Hussein, 2017; Al-Saffar,2017):

- Strategy: It is a process of gathering information in order to give future decisions for developing the organization environmentally, socially, and economically. Moreover, it can express decisions that are significantly affected by the competitiveness, survival, and continuity of the banking institution.
- Monitoring: Observing information about the changes that occur in the organization's surroundings, especially, the development of products or services in the market, technological developments, or methods of production, or services that allow or target activity, or regulations that change within the activity. It is also the knowledge and control of all developments in the labor market, such as technological developments and modern methods of competitions.
- Analysis and dissemination: Analyze and publicize information to be exploited by decision-makers to seize opportunities, avoid threats, and support creativity.
- Voluntary collective process: Goal of vigilance is not only innovation and excellence, but also requires voluntary involvement of all the organization employees in the processes of obtaining information and development, then utilization and learning. Strategic vigilance cannot be passive and limited by simple follow-up, on the contrary, it is voluntary and activates all the senses.

- Continuous process: Searching for information on a continuous basis, whether this information is strategic, social, political, scientific, or technological, or even specific to the internal and external environment of the institution.
- Pre-eavesdropping: A method designed to provide information about future, so that decisions can be made to show results over several months or years to come. Therefore, strategic alert information is early warning signals, not expectations derived from past.
- Discovery: Detecting new or potential competitors, organizations that can be purchased or can establish partnership with for development, and discovering opportunities in the market.
- Prediction: Forecasting competitors' activity and development or changes in the surrounding environment, as well as, predicting and good exploitation of opportunities, and avoiding threats.
- Learning: It is to identify the characteristics of new markets and benefit from the experiences of competitors, whether they were failures or successes, which facilitates the evaluation of projects, developing a new way to conduct or build a unified vision for managers.
- Creativity: The way of thinking that inspires, challenges, and helps people to find innovative solutions and create opportunities out of problems.
- Focus or goal: Through strategic vigilance the organization focuses on improving its competitiveness.

2.1.1.1. Dimensions of strategic vigilance:

By scanning the literature on strategic vigilance, Michael Porter's competitive forces model (Porter, 1985) can be considered the main source for the strategic vigilance dimensions. Moreover, many scholars and researchers such as (Goujil, 2012; Ghallib and Malika, 2012: 160-162; Lamia, 2009: 21; Brouard, 2000: 4; Bloch, 1999: 16; Akli, 2008: 18; Humbel, 2007: 8; Picard, 1991: 1; Pate, 1994: 19, 143-144; Lesca. and Schuller, 1995: 45; Secretary & Singh, 2006: 3; Hammoudi & Ameen, 2019; Najm, 2018; Dawood & Abbas, 2018; Hussein, 2015: 29; Allawi, 2011: 102; Dumas et al, 2004: 5-6; Isabelle, 2008: 2; and Grine, 2010: 12) relied on Porter's model, and agreed that there are four dimensions of strategic vigilance, which are as follows:

- 1. Marketing (Commercial) vigilance:** It is mainly concerned with customers (including distributors and suppliers). From Najim's point of view, marketing vigilance refers to the activities that allow a business organization to study the relationship with customers and suppliers, the advanced skills existing in the market, and the rate of growth in the market. Hence, through this marketing vigilance, the organization is able to identify strengths and weaknesses in dealing with the market in order to improve performance and maintain competitive advantages (Najm, 2018).

Likewise, for many researchers (Fahema, 2009:55; Abbas & Dawood, 2018; Ying Bai, 2006: 67; Omran & Abuongem, 2019; and Allawi, 2016), marketing vigilance is represented in the totality of activities that a business organization engages in during the following: Search, verification, processing, and dissemination for information related to the institution's market, that accordingly concerned with monitoring market developments and demand, consumer behavior, forecasting the change of consumer tastes and desires, communication axes for competitors, and distributors' strategies. Therefore, it aims to discover new markets, propose new products to customers and meet their desires and needs, and improving bargaining power with customers and suppliers.

Al-Yameen (2013) defined marketing vigilance as a process through which the organization is able to monitor all the information that affects and is affected by its commercial behavior, consumers and current customers behaviors, their declared and undeclared needs, and potential customers and their expectations. Moreover, it is an activity interested in examining the commercial relationships among the organization, its suppliers and customers, through which the organization can monitor the market and identify its strengths and weaknesses during its dealings with its suppliers and customers, and follow up the development of consumers needs and their behaviors, as well the offers of suppliers and realize their marketing skills and growth rates of market.

Marketing vigilance as defined by (Verna, G., 1993), is that activity through which the organization is able to examine the relationships between suppliers, customers, and the new skills that appear in the market and its growth rate, and thus it can identify its strengths and

weaknesses in dealing with the market; in order to improve its performance and commercial competitiveness.

Simon and Joffer (1997: 347) believe that marketing vigilance allows the organization to form a vision about the customer needs evolution in the long term, the development of customer-to-organization-relations, and customers can afford products. Hence, since the institution offers new products and creates new markets and distribution channels, it must follow up the development of both supplying new goods and the relations that link these institutions with its suppliers and their abilities to provide its needs at the lowest cost, without the institution neglecting the labor market as a special case, as it must follow up the evolution of supplying new skills and labor prices.

(Fahema, 2009: 55; Patayrone, 1994: 24), believe that focusing on customers lies at the concerns core of marketing vigilance, where the business organization has to be aware of: The needs and desires of its current customers by relying on marketing methods and techniques (investigations, research, etc.) to satisfy them, and anticipating developments in these needs and desires so that business organizations can be fully prepared to deal with. Furthermore, business organizations must be also aware of measuring the extent of customer satisfaction towards services or products, and seeking their opinions in order to improve the service or product quality. Therefore, organizations must take the customers feedback seriously and search for the dissatisfaction reasons if any to deal with them through compensation, repair defects, return purchases...etc, in order to earn their loyalty in the long run and not push them to go to competitors, also, business organization has to determine that customers can afford their products.

The most important elements that determine the areas of commercial monitoring are customers and suppliers, thus, marketing vigilance focuses on both the development of customers' needs in long term and the relationship between customers and organization. Moreover, commercial monitoring focuses on tracking the evolution of both new product offers and the supplier-organization relationship, and thus the supplier's ability to select products that organization needs at lowest cost (Amira, 2014: 25; Kargali, 2014:56).

Marketing vigilance according to (Amira, 2014: 25; Kargali, 2014: 56) aims to achieve a set of expectations, including: Proposing new products and satisfying the consumers desires and needs, improving bargaining power, and following up on the market development, as well introducing new products in the market. Indeed, marketing vigilance also allows the organization to discover new markets, suggest a new product to customers, and invent a new services and products (Ali, 2008: 17; Kargali 2014: 69; Muhammad, 2015: 31-32).

Thietart (1986: 88) asserts that the organization should study the relationship and its development between its customers and distributors, as distributors play an important role in determining the organization success and transfering its reputation to customers. In terms of suppliers for production or service requirements, and based on the important role they play in determining the organization fate and future, the business organization must develop active vigilance regarding them, to identify their abilities to supply at the lowest costs, to identify their financial capabilities, and to follow up on permanent relationships between them, which allows it to have alternatives for differentiation between suppliers.

The main definitions of the concept of marketing vigilance can be summarized in the following table (2-3):

Table (2-3) shows a number of definitions of marketing vigilance
according to a number of researchers

Source	Definitions
(Omran & Abuongem, 2019)	This type of vigilance relates to the corporate customers, and relates to identifying their needs, responding to them and seeking customer satisfaction.
(Tamboura 2009)	Which focuses on the investigation, processing and dissemination of information related to the organization's markets and is concerned with monitoring Market developments, consumer behaviour, and the introduction of new products
(Centredoc 2003)	It is the process of researching and distributing information within the organization about consumer behavior, and new products
(Najm, 2018)	Marketing vigilance refers to the activities that allow a business organization to study the relationship with customers and suppliers, the advanced skills present in the market, and the rate of growth in the market. It is through which the organization is able to identify strengths

	and weaknesses in dealing with the market in order to improve performance and maintain competitive advantages.
(Fahema, 2009:55; Abbas & Dawood, 2018; Ying Bai, 2006: 67; Allawi, 2016)	It is represented in the totality of the activities that a business organization engages in the search for information related to the institution's market, verification, processing and dissemination, concerned with monitoring market developments and demand, consumer behavior, forecasting changing consumer tastes and developing their desires, communication axes for its competitors, as well as distributors' strategies, and therefore it aims to discover new markets, propose new products to customers and meet their desires and needs, In addition to improving bargaining power with customers and suppliers.
(Fahema, 2009: 55; Patayrone, 1994: 24)	Fahema and Patayrone believe that the focus on customers lies at the heart of the concerns of marketing vigilance, where the business organization has to know the needs and desires of its current customers by relying on marketing methods and techniques (investigations, research, etc.) to work to satisfy them, and anticipate developments in these needs and desires to be fully prepared to deal with it. As well as measuring the extent of customer satisfaction with the service or product, and reading their comments and opinions in order to improve the quality of the service or product. Therefore, the organization must record the feedback provided by its customers and search for the reasons for dissatisfaction if any and deal with them seriously through compensation, repair defects, return purchases...etc, so that it can earn their loyalty in the long run and not push them to go to competitors. In addition, the business organization has to determine the ability of customers to pay
(Verna, G., 1993).	Marketing vigilance as defined by Verna, is that activity through which the organization is able to study the relationships between suppliers and customers and the new skills that appear in the market and its growth rate, and thus it can know its strengths and weaknesses in its dealings with the market in order to improve its performance and commercial competitiveness
(Simon and Joffer, 1997: 347)	believe that marketing vigilance allows the organization to know the evolution of customer needs in the long term, the development of customer relations with the organization, as well as the ability of customers to pay. And since the institution offers new products and creates new markets and distribution channels, it must follow the development of the supply of new goods and the development of the relations that link it with its suppliers and their abilities to provide its needs at the lowest cost, without the institution neglecting the labor market as a special case, as it must follow evolution of the supply of new skills and labor prices.
(Ali, 2008: 17; Kargali 2014: 69; Muhammad, 2015: 31-32)	Marketing vigilance focuses on what the customers' needs are, how to maintain a flexible relationship between the organization and the customer, creating new products or services that suit them and a complete

	knowledge of their needs in order to gain their satisfaction. The aim of this is to achieve the competitiveness of the enterprise.
(Amira, 2014: 25; Kargali, 2014:56)	Marketing vigilance focuses on development of customer needs in long terms as well as on development of relationship between customers and organization. Along side with this, it focuses on tracking evolution of new product offerings, evolution of the supplier-organization relationship and supplier's ability to select products that organization needs at lowest cost .

From the aforementioned definitions, it can be concluded that marketing vigilance is the activities that a business organization engages in the information search, verification, processing, and dissemination related to the institution's market, which accordingly concerned with monitoring market developments and demand, consumer behavior, forecasting the change of consumer tastes and desires, communication axes for competitors, and distributors' strategies. Therefore, it aims to discover new markets, propose new products to customers and meet their needs, and improving bargaining power with customers and suppliers.

2. **Competitive vigilance:** The emergence and spread of competitive vigilance concept has been credited to Michael Porter for his pioneering innovation of the competitive forces model and the competitive advantage concept (Porter, 1980). Hence, after the publication of Porter's book "Competitive Advantage", the interest in competitors increased and the scope of competition expanded beyond the current competitors within the industry sector, rather it included the potential competitors, producers of alternative goods, suppliers, and distributors (Simon & Joffer, 1997:348).

Competitive vigilance is defined by (Verna, 1993) as the activity through which the organization is able to identify and determine its current or potential competitors from an economic and financial angle (number, brands, equipments, investments, current projects, ...etc.), and thus can continuously compare its strength and weakness in various fields with the ones of competitors, which allows it to take appropriate measures to improve its position in the market. Furthermore, competitive vigilance focused on organization,

production, and costs, as it is concerned with monitoring the information about direct and indirect competitors, whether current or potential, related to the control of their strategies, price policies, new products and services, financial results, operational policies, businesses, new contracts, partnerships and alliances, and the emergence of new competitors. Furthermore, competitive vigilance aims to know the strategies, objectives, and decisions of competitors and their current performance, aslo it enables business organizations to develop more effective business strategies and identify the most threatening competitors.

In the same context, (Khalifa, 2015: 47) defines competitive vigilance as the search, processing, and publication of information related to the organization competitor, that is, related to monitoring direct and indirect competitors, whether current or potential. Additionally, it monitors competitors' performance and strategy, real potentials and capabilities, pricing policy, financial results, the skills and competence of current competitors, assumptions and decisions made by competitors, and actions that the competitor cannot perform.

Competitive vigilance is also defined as the activity through which the organization can determine the behavior of its current and potential competitors based on knowledge of their current performances, strategies, new goals, capabilities, and assumptions contained in their activities and decisions, and perhaps their intentions with the aim of anticipating their future actions (Simon & Joffer, 1997:348; Dawood and Abbas, 2018). Moreover, for (Al-Zahra & Fareda, 2008), competitive vigilance is an activity that facilitates the identification of current and potential competitors by providing information from the surrounding environment.

Effective competitive vigilance can provide the organization with set of tools and approaches that enable it to analyze the competition, and thus it can perform the following: Identify and select information about competitors' strategies and objectives, future new goals and capabilities, selling and distribution technology, the used materials and skills, market share, growth rates, prices and sales contracts, their performance and development of their products, their sources of supply and distribution channels, their partners network

of suppliers and contractors, their production process and cost, proprietary technology, and most of all, to determine the direction of trade and to identify the most threatening competitors (Gerry & Kevan, 2000: 164; Hadeed & Hadeed, 2005: 190, Lamea, 2009: 22-23; Ibrahim, 2017: 52; Nahasea, 2003: 69).

In general, the aims of competitive vigilance are: Tracking the competitors current performance, strategy, and decisions, also comparing new objectives and capabilities of competitors, as well the activities that competitors can not perform (Lamea, 2009: 22-23; Hadeed & Hadeed, 2005: 190).

The main definitions of the concept of competitive vigilance can be summarized in the following table (2-4):

Table (2-4) shows a number of definitions of competitive vigilance
according to a number of researchers

Source	Definitions
(Verna, 1993)	Competitive vigilance refers to the activity through which the organization is able to identify and define its current or potential competition from an economic and financial angle (number, brands, equipments, investments, current projects, ...etc.), and thus can continuously compare its strength and weakness in various fields with the strengths and weakness of competitors, which allows it to take appropriate measures in order to improve its position in the market, and there is no doubt that the greatest concern for this vigilance is focused on organization, production and costs, as it is concerned with monitoring the strengths and weaknesses of the institution, manufacturing and costs.
(Khalifa, 2015: 47).	Competitive vigilance is the search, processing and publication of information related to the competitor of the organization, that is, related to the monitoring of direct and indirect competitors, current and potential. It monitors competitors' strategy, pricing policy, and financial results.
(Simon & Joffer, 1997:348; Dawood and Abbas, 2018).	Competitive vigilance is also defined as the activity through which the organization can determine the behavior of its current and potential competitors based on knowledge of their current performances, strategies, new goals, capabilities, and assumptions contained in their activities and decisions, and perhaps their intentions or future projects with the aim of anticipating their future actions.
(Al-Zahra & Fareda, 2008)	It is an activity that facilitates the identification of current and potential competitors by providing information from the surrounding.

From the aforementioned definitions, it can be concluded that competitive vigilance is the activity which concerned with monitoring the competitive environment through collecting, analyzing and disseminating the information about existing and future competitors, whether direct or indirect rivals. Therefore, competitive vigilance allows the organization to tracking the strategies, goals, decisions, current performance, pricing policy, financial results, comparing new objectives and capabilities of competitors, also the activities that competitors can not perform.

3. Technological vigilance:

Vigilance in the management field is an old human activity, and organizations, since their inception, have been in constant need of information and environmental monitoring, especially about their competitive position and knowledge of the their markets trends, as technology has become one of the most important dimensions of strategic vigilance; since it enables business organizations to create opportunities, creativity and innovation, poses a threat to other organizations, identify their strengths and weaknesses in terms of technology that it possesses, and its knowledge of its competitors (Naser, 2011:102; Handal & Hassan, 2020: 342). Moreover, technological vigilance serves as a tool for future decision-making as it enables the organization to gather scientific, technical, and technological information, monitor technological developments, scientific discoveries, and developments in customer needs, determine the techniques or technologies used by competitors, detect and exploit opportunities, and avoid threats (Kargali, 2014: 68; Hadeed & Hadeed, 2005).

Technological vigilance is a dimension of strategic vigilance that is defined by (Lesca, 2003: 3) as “The information process by which the institution ensures that the expected signals are heard, especially the poor ones, in an environment that enjoys many opportunities and is invaded by many threats.”. Nonetheless, this process focuses on the organization’s strategic awareness of the surrounding environment as a continuous activity for effective monitoring with the aim of anticipating emergency changes in the technological, commercial, and societal environment.... etc. (Ramli, 2014: 257).

Handal & Hassan (2020: 342) define technological vigilance as the process of regular monitoring to all developments related to the technological environment in the leading banks in particular or the banking sector in general. Hence, the previous enables the bank to be in an offensive position by seizing opportunities and bringing new technology into the banking business that is reflected in the form of services provided to attract the largest possible number of customers, especially those who care a lot about changes. In addition to that, it enables the bank to be defensive to hedge against potential threats through its exploration for information that is useful for, at the same time, enables the bank to process, filter, and exploit such informations in making strategic decisions that enhance the quality of banking service in the long run.

Technological vigilance also defined by (Briki & Zoukah, 2019: 8) as the activity of observing and analyzing the technical and scientific environment, and the process of searching, collecting, disseminating, and then using technical information in a rational manner to develop technology in the bank, and enables it to seize the possible opportunities plus hedging against potential threats.

According to (Martinet & Ribault, 1991: 109; Reix, 2000: 56), technological vigilance is the various efforts made by the institution and the means used for the purpose of identifying the developments, and all the new updates in the technological fields and related to the institution's current or future activity. Indeed, technological vigilance is concerned with collecting information that enables the institution to achieve a precedent in the technological innovations field, also It focuses on technological and technical developments, scientific discoveries, technological innovation, improving industry steps, research, reports and patents, and on the emergence of new products and alternatives as a result of technological development (Reix, 2000: 56).

Technological vigilance is also defined as a process by which the organization lists all the technologies used by suppliers, customers, and competitors, in relation to its economic activity and developments that affect its future within relationships with dealers. (Secretary & Singh, 2006: 3). Hence, technological vigilance can be described as a set of steps to identify the technological developments that are taking place in the organization's environment through collecting, processing, and disseminating information for decision-making in the organization.

Technological Vigilance indicates the organization's ability to follow technological developments such as information systems, the internet and software, which are considered to be one of the components of its external environment, in order to enhance its competitive capabilities (Omran & Abuongem, 2019). According to (Almerud, 2007: 35), technological vigilance is a regular monitoring process for obtaining the latest innovations, discoveries, information, knowledge, and technology that are useful in improving the banks performance.

It is an activity related to monitoring, observing, checking, and updating developments, usually in well-defined areas to achieve a specific objective. (Hernandez, 2011: 18). Additionally, technological vigilance is also referring to efforts undertaken by the bank in monitoring, analyzing, receiving, publishing, and retrieving information about competitiveness in a timely manner (Savescu, 2014: 217).

Technological Vigilance means following up technical and technological developments plus the technologies used by the organization's employees that affect the future of the organization, which means to take preventive measures, or even to work on the advance of technological innovations in this field in the appropriate time. Thus, it requires the collection of information and knowledge of all modern and used technologies including patents, creations, research, and studies (Al-Yameen, 2013)

As for Barney & Hesterly (2006:35), technological vigilance refers to the activity by which the organization identifies technologies used by its customers, partners, and competitors in the field of activity in which it operates. Based on this, organizations should monitor technological changes regularly, and identify its strengths and weaknesses, as well as seeking knowledge about its competitors to protect its future.

Many scholars such as (Hadeed & Hadeed, 2005: 190-191; Maher ,2007: 42; Kargali,2014: 70) believe that effective technological vigilance enables the organization to collect scientific and technological information to be used in the technological innovations, detect and exploit opportunities and overcome threats, identify the technologies used by competitors, the use of new technologies and knowledge to their advantages, and to enhance interest in technological

development, such as scientific discoveries and innovation regarding goods and services, and the development of means and methods of manufacture plus the emergence of new products.

The most important definitions of the concept of technological vigilance can be summarized in the following table (2-5).

Table (2-5) shows a number of definitions of technological vigilance

Source	Definitions
(Lesca, 2003: 3)	Technological vigilance is “the information process by which the institution ensures that the expected signals are heard, especially the weak ones, in an environment that enjoys many opportunities and is invaded by many threats”.
(Almerud, 2007: 35)	A regular monitoring process for the purpose of obtaining the latest innovations, discoveries and innovations, information, knowledge and technology that are useful in improving the performance of banks and raising the level of economies and societies.
(Hernandez, 2011: 18)	It is an activity related to monitoring, observing, checking and updating developments, usually well-defined areas to achieve a specific objective.
(Savescu, 2014: 217)	It is an effort undertaken by the bank in monitoring, analyzing, receiving, publishing and retrieving information about competitiveness in a timely manner.
Briki Jamila & Zoukah, Fathiya, 2019: 8).	It is the activity of observing and analyzing the technical and scientific environment and the process of searching, collecting and disseminating technical information and using that information in a rational manner to develop technology in the bank and enable it to seize the possible opportunities and hedge against potential threats.
(Handal & Hassan, 2020: 342)	Technological vigilance is the process of regular monitoring to all developments related to the technological environment in the banking sector or in the leading banks, which enables the bank to be in an offensive position by seizing opportunities and bringing new technology into the banking business that is reflected in the form of a service provided to customers in order to seize opportunities and attract the largest possible number of customers, especially those who care a lot about changes, and enables bank to be on the defensive to hedge against potential threats through its search and exploration for information that is useful to it, at the same time, enables bank to process, filter and exploit such informations in making strategic decisions that enhance the quality of banking service in the long run.
(Martinet & Ribault, 1991: 109; Reix, 2000: 56).	Technological vigilance is the activity concerned with collecting information that enables banks to achieve a precedent in the field of technological innovations. It focuses on technological and technical developments, scientific discoveries, technological innovation, research, reports and patents, and on the emergence of new services and products and alternatives as a result of technological development.

(Barney & Hesterly, 2006:35).	It refers to the activity by which the organization identifies technologies used by its customers, partners and competitors in the field of activity in which it operates. Technological change creates opportunities for some organizations and poses a threat to others
(Secretary & Singh 2006)	It is a set of steps to learn about technical and technological developments that takes place in the vicinity of the organization through the collection, processing and dissemination of information for decision-making in the organization, and it is a process through which the organization limits all technologies used by suppliers, customers and competitors in relation to its economic activity and developments that affecting its future within the relationships with customers.

From the aforementioned definitions, it can be concluded that technological vigilance is the regular and continuous monitoring and analyzing of all developments related to the technological environment (The technological, technical, scientific discoveries, technological innovation, research, reports, and patents developments). In addition to the process of searching, collecting, disseminating technical information, and then using them in a rational manner to develop technology in the bank, enable it to seize the possible opportunities and hedge against potential threats, and enhance its competitiveness.

4. Environmental Vigilance:

It is also called "Ocean vigilance", it is a comprehensive vigilance that monitor economic, social, cultural, political, legislative, legal, and geopolitical developments which affect, in one way or another, on the organization's activities. Furthermore, is also to follow up all relevant environmental events and changes, also, it is the activity that pays an attention to all the changes in the environment which could be a threat affecting on the organization's activity, or an opportunity that can be used. Indeed, this process includes the legal, social, political, cultural, and financial environment, and that these components are of a great interest because they affect heavily on the organization (Dumas 2004; Khadija 2015; Dawood & Abbas, 2018; Hussein, 2015: 29).

Environmental vigilance is concerned with tracking the economic, legal, and demographic developments affected by the enterprise activity. In addition, it is concerned with collecting information about the culture of the community, the behavior of its members, and what is and are the dos and don'ts within the community environment. (Goujil, 2012; yolk, 2017).

This process seeks vigilance and continuous monitoring by collecting information related to all environmental events and developments that occur to organizations and their surroundings. Moreover, the implementation of environmental vigilance is a difficult task for organizations, and since it concerns a wide aspect of the environment, the organization must deal with the information with great interest in terms of analyzing, processing, and sending the information to decision-makers so that they can determine the basic information in the vigilance process (Al-Maliki & Helen, 2016: 56).

Environmental vigilance includes the following dimensions (Najm, 2018: 43; Barney & Hesterly, 2006; Goujil, 2012: 34):

A). Economic vigilance: It is linked to various developments and changes occurring in the economic environment of the institution. Through which the institution tracks the activities of banks and what is related to them, the general economic situation, the level of incomes, wages, developments in consumption and production prices, etc (Najm, 2018: 43; Goujil, 2012: 34).

B). Social and cultural vigilance: It means understanding the various changes that can happen within the society as soon as possible, which can expose the organization to the risk of unrest and affect its relationship with its surroundings; such as demographic changes, urban developments, conflicts which occur in society that would pose a danger or create tension for the institution (Religious and ethnic conflicts), as well as the cultural context (Barney & Hesterly, 2006). Thus, through social vigilance, the institution can observe and explore its social and cultural environment to be constantly informed of the most important developments taking place in that environment, including customs and traditions, religious and ethnic conflicts, the cultural and moral entity as well the structure of families...etc. The purpose of social vigilance is to limit or reduce the negative effects of obstructions, especially with regard to the existing relations between the institution and its employees, since it enables the institution to identify, observe, and explore its social and cultural environment to be constantly informed of such changes and developments.

C). Political and legislative vigilance: It aims to track the changes taking place in the political environment, including the laws, procedures, standards, and rules, such as decisions to prevent or regulate the import of some raw materials or finished goods, laws to encourage investment, grant facilities, loans, exemptions, and laws protecting the ecological environment...etc, which have a current or future impact on the institution activity. Nevertheless, other types of vigilance can be added in this field, such as ecological vigilance, geopolitical vigilance...etc. (Verna, 1993). Accordingly, the effective use of environmental vigilance enables the business organization to identify and monitor social phenomena related to performance in the institution (Social, religious and ethnic conflicts, protests... etc.), and provide a healthy social environment that contributes on making good exchanges between the group members and ease of addressing internal problems.

The process of environmental vigilance passes through the following stages: Information collecting and analysis, then delivering strategic information plus identifying the necessary ones (Al-Saffar & Ismail, 2017: 93).

Based on the foregoing, the definitions of environmental vigilance can be summarized in the following table (2-6):

Table (2-6) shows a number of definitions of environmental vigilance
according to a number of researchers

source	Definitions
(Dawood & Abbas, 2018; Hussein, 2015: 29)	It is also called "ocean vigilance" and can be defined as inclusive vigilance that monitors all developments (demographic, economic, social, cultural and legal) affecting the organization's activities, as well as to follow all relevant environmental events and changes. It is that activity that is carried out by listening to all the changes that occur in the environment that could be a source of the threat that affects the activity of the organization or an opportunity that can be exploited
(Dumas 2004; Khadija 2015)	It is that activity that listening to all the changes in the environment that could be a threat affecting on the organization's activity or an opportunity that can be used. Environmental strategic vigilance includes the .environment legal, social, political, cultural and financial and that these components are of great interest because they affect heavily on the organization
(Barney &Hesterly, 2006)	The competitiveness of the organization depends on the perception of the cultural context and the difference between cultures.

(Goujil,2012; Yolk, 2017)	It is a vigilance that is concerned with tracking economic, legal and demographic developments that are affected by activity of institution. In addition, it is interested in collecting information about culture of community, behavior of its members and what is acceptable and unacceptable within community environment.
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It can be concluded from the aforementioned definitions that environmental vigilance refers to the following up and careful analysis of external environmental changes, their internal characteristics, and readiness to encounter. Furthermore, the external environment analysis focuses on all factors related to the organization work and includes economic, social, cultural, political, and legislative vigilance.

Finally, it follows from the above, that exercising strategic vigilance enables the business organization to achieve a number of advantages, the most important of which are: Assessing the institution position compared to its counterparts, reducing uncertainty in decision-making, taking advantage of opportunities to obtain greater market shares, creativity, and creating competitive advantages, predicting competition developments, and maintaining the institution continuity in the competitive market.

Accordingly, the researcher will tackle these dimensions, since they are most appropriate for measuring strategic vigilance, according to many of the researchers (Bloch, 1999: 16).

2.1.1.2. The importance of strategic vigilance

The rapid changes in the business environment, especially since the nature of the dynamic environment and its complexity and instability, forced organizations to adopt a new approach or method to confront environmental conditions to ensure their survival and continued competitiveness in pursuit of sustainable advantage (Jones,2013:229-230). For this, it has become necessary to apply the so-called strategic vigilance, which is for the organization to take what is necessary to prepare and anticipate events to reduce their effects by creating a method, or providing a new service or commodity that changes the pattern of consumption and lifestyle (Shiha, 2012: 2-3).

The importance of strategic vigilance, therefore, is demonstrated by the fact that it allows financial vigilance to achieve abundance because the information gathered have the ability to improve the product's technical characteristics and quality plus reducing its cost. Moreover, strategic vigilance allows for a good passage of information across various organizational levels in the organization, yet, its importance is also evident from being considered a strategic means of management (Medawar, 2013: 81).

The importance of strategic vigilance (Zia al-Din, 2012/ 2013) stems from the importance of information perspective for business organizations at the present time, and its role in the strategic management process of the organization, as it stems from the problem of the huge and diverse flow of information available to the organization, also through the role of poor signals that strategic vigilance seeks to capture in predicting changes and future events in the enterprise environment, as well reducing the state of uncertainty percentage. Furthermore, the importance of the organization's strategic vigilance can be seen through the role it plays in supporting and assisting the strategic decision-making process, and through its role in strategic management, especially in the formulation stage, also through its importance in improving the organization competitiveness.

Richet & Guerraoui (2005: 176) attribute the importance of strategic vigilance to the fact that it helps strategic leaders to predict and exploit opportunities, avoid threats and their effects, diagnose and identify the best practices that serve the organization and its strategy, and ensure it confront competition in its field of work, analyze the organization's scientific, technical, and technological environment, compare the organization's performance with its competitors. In addition to the previous, try to develop and gain a competitive advantage, achieving a clear vision of the current and prospective business and practices of competitors, plus predicting their intentions and directions, continuous interest in technological development and renewal, as well improving, developing, and expanding the organization's activity, and entering new markets to win new customers and ensure the expansion of its market share.

(Karome and Omarsiti, 2010:7) attribute the importance of strategic vigilance lies in that it contributes to achieve competitive advantage through:

- Indepth knowledge of the markets.
- Gaining a strong position in order to bring its innovative products to the market.

- Increase mutual support in the organization.
- Obtaining a resource of knowledge and experience.
- Ensure that the customer's needs are met.
- Rapid problem resolution.
- Awareness in making strategic decisions.
- Continuous product improvement and capacity for research, development, and innovation.
- Quick detection of interruptions or sudden changes.
- Anticipating changes.
- Reorienting the organization's strategy.

On the other hand, some scholars such as (Daoud & Abbas, 2018: 4; Karome& & Omarsiti, 2010; Ratiba, 2002/2003: 75) attribute the importance of strategic vigilance in contributing to the success and survival of the institution through:

- Allowing to predict the future challenges or obstacles.
- Being as a tool of competition and exceed over competitors as it depends on constant development of products and improve relations between the organization and customers.
- Access to a wealth of knowledge and options.
- Ensuring good response to customer needs and discovering new markets.
- Adapting the product to the new changes, as well as improving the technical characteristics of the product, its quality and its cost reduction.
- Increasing the organization capacity and the speed of reaction to changes.
- Helping the organization to merge and balance existing competitors in the sector and direct attention to potential competitors who can not be ignored, as the entry of a new competitor into the market means the introduction of new capabilities and techniques, which indeed affects profits.
- Raising the organization's innovative capacity.
- Reducing the risks of environmental uncertainty and raising safety.

2.1.2. The concept of competitive advantage:

Although competitive advantage has been addressed by many economic scholars and strategic management, no specific definition has been reached, but for many of them, the concept refers to the factors or features that allow a particular company to produce more affordable or higher quality services or products than its competitors. Moreover, researchers reveal a variety of factors and analyze them in different aspects, however, competitive advantage has become universally accepted concept in the management field in general and strategic management in particular (Powell, 2001), and it has become a very important tool for business organization survival and success.

The roots of the competitive advantage concept date back to the American economist Chamberlin, the author of the monopolistic competition theory (1933), a theory that has sparked a discussion about competition, particularly between companies whose consumers prefer certain products and companies that control the prices of their products without being a monopoly. Moreover, to the British economist Robinson, who published her book entitled “The Economics of Imperfect Competition” in 1933, a few months after the publication of Chamberlin 's book, they linked competitive advantage to competitiveness. Furthermore, during the sixties and seventies of the last century, the concept, also, has been tackled by some scholars such as (Alderson, 1965) who described competitive advantage as the unique situation that the institution develops against its competitors (Hoffman, 2000:32).

With the early eighties of the last century, some economic thinkers led by Michael Porter, developed the next generation of conceptual formulation of competitive advantage, as it was referred to the concept by Porter as 'Competitive Strategy', but was later replaced by 'Competitive Advantage'. In 1985, Indeed, Porter developed a conceptual formula for competitive advantage, as he considered it a strategic goal, because the possession and development of competitive advantage represents a strategic goal that business organizations seek to achieve in light of the intense competition challenges. Additionally, Porter's books in this field focused on studying competitive strategies and methods of strengthening competitiveness through the three well-known approaches: The entrance to cost leadership or

the entrance to the strategic management of cost, the strategy of excellence, and the strategy of focus, given that these strategies represent alternatives before the business organization can choose the best one (Hoffman, 2000: 32).

With time, the theory of competitive advantage became one of the promising theoretical frameworks in the management literature, especially in the field of strategic management, and the search for competitive advantage became the dominant topic in strategic management studies for many years (Foon & Nair, 2010: 65-73). Competitive advantage has also become vital to business development and its continuity in the marketplace (Awuah & Gebrekidan, 2008), and the cornerstone for the success of business organizations (Wright, 2013).

Having given this brief overview of the emergence and development of the competitive advantage concept, it is necessary to identify this concept. Accordingly, it is a concept refers to the bussiness organization's ability (in this case the bank); to differentiate, and to provide banking services and products distinct from those offered by competing banks, which enables it to increase its market share and maintain its competitive position in the market, in addition to its ability to attract active and influential clients through the quality of each service design and its delivery, which ensuring customer satisfaction and loyalty to the bank (Brish, 2005/2006: 260-261). Some sholars and researchers in strategic management believe that the most competitive institutions, including banks, are the ones that know how to learn, invest, and innovate better and faster than their competitors, so they are able to pass their strategic options, which requires an effective information system, an appropriate strategy, and resources commensurate with the size of the challenges (Buresch, 2007: 6).

Competitive advantage is defined as the superiority that an organization acquires when it can provide the same value as its competitors but at a lower price, or it can impose higher prices than its competitors, but with greater value based on its competencies and the opportunities (Wagoner, 2006: 89). In the same context, (Saloner, et al., 2001) indicated that competitive advantage means either that a firm can produce some services or products that value its customers by, more than those offered by competitors, or it can produce its service or product at a lower cost than those offered by competitors.

(Isoraite, 2018:3) defined competitive advantage as a significant advantage of business organization over its competitors due to the cost allocation and the operation results of which depends on the positioning strategy. Additionally, the researcher, asserted that by acquiring and maintaining a competitive advantage, the company can focus on the coordination between the internal and external environmental factors, resources and cooperation. Moreover, competitive advantage is an area in which the organization has a higher ability than its competitors to exploit external opportunities or reduce the threats impact, or innovation and development, the abundance of financial resources, the distinction of administrative thought, or the possession of qualified human resources (El-Morsi, et. al., 2002: 1).

(Kay, 1993) defines competitive advantage as it is a deceptively simple idea of assessing a company's capabilities and market position by how they give it advantage relative to competitors. Furthermore, competitive advantage is ephemeral and only worth as much as the value that the market places upon. Hence, competitive advantage, also, means the benefits obtained by the organization to the possible maximum extent and which cannot be imitated or reproduced by other organizations (Hitt et al, 2001: 5).

Competitive advantage as seen by (Kargali, 2014: 36-37), refers to the banks ability to formulate and implement strategies that make them in a better position relative to other banks, and these strategies can be achieved if customers realize that they are getting more value from their dealings with the bank than its competitors. Hence, competitive advantage also arises as soon as the bank discovers new methods that are more effective than those used by competitors, as it is able to embody this discovery in the field, in other words, by simply creating a process of creativity in its broad sense. Nonetheless, it is a dynamic process that constantly changes with the change of its components, which include technical and human resources, systems, and results, also the bank can be considered competitive if it can maintain or increase its market share over time.

For (Porter, 1999:8), competitive advantage means having low costs, differentiation advantage, or a successful focus strategy, also indicated that the competitive advantage of the enterprise

arises mainly from the value that an institution can create for its customers so that it can take the form of lower prices relative to the competitors with equal benefits, or by providing unique benefits in the product that compensate broadly for the imposed increased prices, in other words, by simply creating a process of creativity in its broad sense, thus achieving a competitive advantage. Competitive advantage, therefore, is at the heart of a firm's performance in the competitive markets. Moreover, (Porter, 1998: 120), also, emphasized that competitive advantage must focus on several aspects: The interaction results of potential competitor steps that have been identified, organizational growth rates and their compatibility with expected growth in industry, whether there is a gap that arises and needs to be addressed, and the extent to which potential movements of competitors affect the structure of industry as a whole. Additionally, the researcher explained that a company must create clear goals, strategies, and operations to build sustainable competitive advantage, and that the corporate culture and values of the employees must correspond with those goals.

(Al-Salami, 2001: 104), believed that the competitive advantage is the skill, technique, or distinct resource that allows the organization to produce values and benefits for customers that exceed what competitors offer them, and confirms its distinction from these competitors by the customers point of views who accept this distinction. (Khalil, 1998: 37), on the other hand, defined the concept as an advantage or element of superiority for an organization that is achieved if it follows a certain competitive strategy.

(Saloner, Shepard, & Podolny, 2001) point out that most forms of competitive advantage mean either that a firm can produce some services or products that its customers' value, rather than those produced by competitors, or that it can producing them at a lower cost than its competitors.

Competitive advantage stems from the organization's ability to exploit its material or human resources, as it may relate to quality, technology, ability to reduce cost, marketing efficiency, innovation and development, abundance of financial resources, excellence of management thought, or the possession of qualified human resources (Al-Talbani et. al., 2012. 210).

Some scholars argued that competitive advantage is achieved when a business organization is implementing a value and creating a strategy that is not being simultaneously implemented by any current or potential competitors, also achieved by creating products or services that can create value for customers, and also must focus on the coordination between the internal and external environmental factors and resources (Srivastava et al., 2013; Barney, 1991).

Some scholars like (Hill & Jones, 2009; Urbancová, 2013, & Barney, 1991), placed important emphasis on the importance of resource identification as a major issue in competitive advantage and corporate strategic management. Through this approach, they identified a number of factors derived from distinctive qualifications of the company that significantly influence the competitive advantage of the firm, such as: Cost, quality, delivery dependability and speed, innovation, and flexibility to adapt itself to variations in demand, infrastructure, business complexity, financial market complexity, labor and goods market efficiency, technology, training, and macroeconomics. Hence, these factors determine whether a company is able to defeat its counterparts and lead the market. However, the innovative activity of organisations is the most significant among these factors as it is based on inimitable skills and abilities.

On the other hand, (Barney, 1991) emphasized that competitive advantage must be sustainable, meaning that it occurs where its resources are non-imitable, non-substitutable, and non-transferable (cannot be acquired in the market place). Therefore, to maintain a sustained competitive advantage, business organization must prevent imitation by occupying the present and potential strategic advantage to reduce the scope of available investment opportunities to competitors (Grant, 2010). Furthermore, the more the competitive advantage is sustainable the greater the number of cost sources or differentiation advantages are (Ghemawat, 1986). In the same context, (Dash, 2013: 8) indicates that sustainable competitive advantage attained through the business organization ability to “Build core competencies and designing strategies that are better than those of its competitors and difficult to imitate, plus coordinating and integrating its activities in a better way than its competitors, and innovation based on continuous improvement of both strategies, knowledge, and competencies, as well coordination between them”.

Relying on the aforementioned discussion, a summary of the most important definitions of the concept of competitive advantage are given in the following table (2-7):

Table (2-7) Definitions of the Concept of competitive advantage

Source	definitions
(Porter, 1999: 8; 1993: 48)	- Competitive advantage means having low costs, differentiation advantage, or a successful focus strategy. It arises mainly from the value that an institution can create for its customers so that it can take the form of lower prices relative to the prices of competitors with equal benefits, or by providing unique benefits in the product that compensate broadly for the imposed price increase, in other words, by simply creating a process of creativity in its broad sense, thus achieving a competitive advantage - Competitive advantage must focus on the following aspects: Results of the interaction of potential competitor steps that have been identified, organizational growth rates and their compatibility with expected growth in industry, whether there is a gap that arises and needs to be addressed, and the extent to which potential movements of competitors affect the structure of industry as a whole, and must create clear goals, strategies, and operations to build sustainable competitive advantage, and that corporate culture and values of the employees must be in alignment with those goals.
(Khalil, 1998: 37)	It is an advantage or element of superiority for an organization that is achieved if it follows a certain competitive strategy.
(Al-Salami, 2001: 104)	As for Al-Salami, he believes that the competitive advantage is the skill, technique, or distinct resource that allows the organization to produce values and benefits for customers that exceed what competitors offer them
(David & Robert, 1996: 243)	Competitive advantage is a dynamic concept that depends on competitors through quality, high technology and better marketing to bring customers as a distinguishing mark for the customer to realize in the organization and this is what gives it an additional advantage over its competitors.
(Wagoner, 2006: 89; Saloner, et al., 2001)	Competitive advantage is the superiority that an organization acquires when it can provide the same value as its competitors but at a lower price, or it can impose higher prices than its competitors, but with greater value being provided based on its competencies and the opportunities it provides to its customers.
(Al-Talbani et. al., 2012: 210).	Competitive advantage stems from the organization's ability to exploit its material or human resources, as it may relate to quality, technology, ability to reduce cost, marketing efficiency, innovation and development, abundance of financial resources, excellence of management thought, or the possession of qualified human resources.
(Morsi, et. al., 2002: 1).	Competitive advantage is an area in which the organization has a higher ability than its competitors to exploit external opportunities or reduce the impact of threats. Or innovation and development, the abundance of financial resources, the distinction of administrative thought, or the possession of qualified human resources

(Brish, 2005/2006: 260-261).	Competitive advantage is the bank's ability to differentiate, i.e., the bank's ability to provide banking services and products distinct from those offered by competing banks, which enables it to increase its market share and maintain its position in the competitive market, in addition to its ability to attract active and influential clients through the quality of each design of the service and its delivery, ensuring customer satisfaction and loyalty to the bank.
(Isoraite, 2018)	- Competitive advantage is a significant advantage of business organization over its competitors due to the cost allocation and the results of the operation of which depends on the positioning strategy.
(Kay, 1993)	Competitive advantage is a deceptively simple idea of assessing a company's capabilities and market position by how they give it advantage relative to competitors'. It is ephemeral and only worths as much as the value that the market places on them.
(Hitt et. al., 2001: 5)	- Competitive advantage, means the benefits obtained by the organization to the maximum extent possible and which cannot be imitated or reproduced by other organizations
(Kargali (2014: 36-37)	- Competitive advantage refers to the ability of banks to formulate and implement strategies that make them in a better position relative to other banks, and it is achieved if customers realize that they are getting more value from their dealings with the bank than its competitors. - It arises as soon as the bank discovers new methods that are more effective than those used by competitors, as it is able to embody this discovery in the field, in other words, by simply creating a process of creativity in its broad sense. - It is a dynamic process that constantly changes with the change of its components, which include technical and human resources, systems and results, and the bank can be considered competitive if it can maintain or increase its market share over time.
(Hill & Jones; 2009; Barney, 199; Urbancová, 2013)	- Competitive advantage is highly linked with resources identification. - Resource identification is a major issue in competitive advantage and corporate strategic management. Competitive advantage of an organization is significantly influenced by a number of factors which are derived from distinctive qualifications of the company.
(Saloner, Shepard & Podolny (2001)	Competitive advantage means either that a firm can produce some service or product that its customers' value than those produced by competitors or that it can produce its service or product at a lower cost than its competitors.
(Barney, 1991; Srivastava, Franklin and Martinet, 2013)	Competitive advantage is achieved when a firm is implementing a value creating strategy that is not being simultaneously implemented by any current or potential competitors. He asserts that sustained competitive advantage occurs where its resources are nonimitable, nonsubstitutable, and nontransferable (cannot be acquired in the marketplace)
(Ghemewat, 1986)	Competitive advantage is more sustainable the greater the number of sources of cost or differentiation advantages.
(Carpinetti, et al.,2000)	The competitiveness of a company is mostly dependent on its ability to perform well in dimensions such as cost, quality, delivery dependability and speed, innovation and flexibility to adapt itself to variations in demand. While alignment of operations with strategic priorities is core to competitiveness, the continuous improvement of operation processes plays a very important complementary role in quest of competitiveness in the long run.

(Urbancová, 2013; Barney, 1991)	Argued that competitive advantage is influenced by the factors such as infrastructure, the complexity of the business, labor and goods market efficiency, financial market complexity, innovation, technology, institutions of higher education and training, and macroeconomics. These factors determine whether a company is able to defeat its rivals and lead the market. The innovative activity of organisations significantly influences competitiveness which is based on inimitable skills and abilities.
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Source: Prepared by the researcher

It is clear from the previous definitions of the competitive advantage concept, the disparity between the opinions of scientists and researchers, some of them focused on price of product and services, and on the added value to customers; while others focused on the benefits obtained by the organization to the possible maximum extent and which cannot be imitated or reproduced by other organizations; and there are other definitions focused on resources that influence competitive advantage. However, the researcher believes that Porter's definition of competitive advantage which is linked to lower costs, differentiation advantage, or successful focus strategy, is a more comprehensive, deeper, and more important definition, the researcher, also, agrees with Porter's assertion that innovation and creativity are the most significant features on which the success of competitive advantage depends, as it is based on incomparable skills and capabilities, and not subjected to imitation or transfer. Accordingly, the researcher concludes that the competitive advantage is the unique features of the institution, especially the incomparable ones such as creativity and innovation, in the light of its competitors, which makes the institution in a better position and achieve customer satisfaction, by relying on quality or price, or by using technologies and all other available resources.

Finally, it can be concluded from the aforementioned discussion the following points:

1. Competitive advantage is vital to business development and its continuity in the marketplace, and it is at the heart of business organizations' performance in competitive markets, also it represents the cornerstone for the business organizations success.
2. The essence of competitive advantage is to focus on the organization's ability to produce core competencies and thus achieving superior performance.
3. Competitive advantage is the ability of business organizations to create products or services (less costly or better quality) and establish a successful focus strategy that can create value for customers, and to perform well in other dimensions such as delivery dependability and

speed, innovation, and flexibility to adapt itself to variations in demand. In addition, the ability to implement a value creating strategy that is not being simultaneously implemented by any current or potential competitors.

4. When the competitive advantage is more sustainable, the greater the number of cost sources or differentiation advantages, hence, the sustainability of competitive advantage can be achieved when counterparts' firms give up plans of imitating the competitors resources or when barriers of imitation are high.
5. For acquiring and maintaining a competitive advantage the company must focus on the coordination between the internal and external environmental factors and the resources, also to create clear goals, strategies, and operations to build sustainable competitive advantage, and that corporate culture and values of the employees must correspond with those goals.
6. The most important factors that influence competitive advantage are: Innovation, creativity, and technology, in addition to infrastructure, the business complexity, labor and goods market efficiency, financial market complexity, training, and macroeconomics.

2.1.2.1. The dimensions of competitive advantage:

As is the case for determining an accurate definition of the competitive advantage concept, the opinions of economic scholars and strategic management about determining specific dimensions of competitive advantage, also, have varied. Hence, each of them has identified the competitive advantage dimensions according to his field of specialization and knowledge trends. (Porter, 1985), for example, identified the components or dimensions of competitive advantage through his focussing on the organization strategy, as he introduces three main components for competitive advantage: Cost leadership, differentiation, and cost focus (Wagoner, 2006: 89). While (Kostas, 1981: 17) identified several dimensions for competitive advantage, such as: Cost, quality of goods and services, speed in delivery (time), flexibility, and innovation.

However, based on the study purpose, the researcher will focus on the following components or dimensions of competitive advantage:

1. **Quality of service:** There is no comprehensive definition for quality, but to most researchers, quality refers to the product or service ability to meet the customer requirements and achieve customer satisfaction towards the firm selling the goods and services, and can improve the competitive edge of services (Reed et al., 2000). It is also the goal of every organization and directly affect the competitive advantage and survival of the organization (Kostas (1981: 17)).

Quality of service is defined by (Porter, 1985) as: Providing a unique or high-quality product by business organization than the competitors, whereas the organization's superiority lies in the quality of its products. Moreover, (Dilworth, 1992: 58) asserts that quality reflects in two inter-connected dimensions: Design quality and conformance quality. Therefore, the quality of goods and services relates to two types of characteristics; First: The goods and services contain and are directly related to their design and focus on the customer's requirements; Second: The operations quality, which is important because of their relation to reliability and production without errors or deviations (Jacobs & Chase, 2008).

2. **Speed of services:** It is the time required from the moment the customer submits the product or needed service until it is received (Al Mamouri,1999: 21-22). Additionally, it is expressed in the reliability and the delivery speed as follows: On Time Delivery, Speed in Delivery, and Speed in Development. (Kostas, 1981: 17). The main benefit of speed is to deliver goods and services as quickly as possible to the customers of operations and to help in accelerating the decision-making process, and the movement of materials and information within operations (Al Mamouri,1999: 21-22).

Speed of services, hence, can simply be defined as time required to perform certain activities, and refers to several aspects of an organization's operations such as: How quickly the service is delivered to the customer (such as the speed of market access or minimum lead time), how quickly new products or services are designed, developed, and launched to market, and the rate of improvements in products or processes.

3. **Flexibility:** It is the ability of business organization respond to changes demanded by the customer, adapt to environmental variables and their requirements, and to offer a wide variety of services or products for customers (Chase, et. al., 2001: 26). Moreover, changes demanded by the customer, might relate to the increase or decrease in the volume demanded or to changes in the design of product or service, or changes in the delivery time. Hence, flexibility is very important in contemporary organizations because it enables the organization to adapt to various internal and external environmental variables (Kostas,1981: 17).
4. **Creativity:** It is defined by Barker as “The ability to create new ideas”, it is " the most effective way of generating added value using existing values" (Dongul, 2017: 428). It is also defined as the synthesis of knowledge and experience starting from the problem solution that one is faced until reaching the introduction of new products out of the ordinary (Paulus, 2000: 238). Furthermore, many researchers, such as (Amabile, 1997:40), indicate that creativity is a prerequisite for successful innovation work, and the first step in innovation; is to successfully implements new ideas, plus innovation is vital for long-term company success. As for Dongul (2017: 431) creativity means “Re-arranging what we already know to learn what we do not know”. In this context, he asserts that for the organization to enjoy creativity, it is necessary to question what it knows, and reconstruct it in a free mind, and to think divergently by not choosing one option, but to think of many options and to delay the trial as much as possible, to constantly or intensify increase the effort and to give it time.

Creativity is emphasized by Martinich (1997: 37) as a competitive priority, which means the uniqueness and excellence of the products or services carried out by the organized company, as well as the speed of development of the new product or services.

5. **Innovation:** Hill & Jones (2009) asserts that innovation is the art of creating a new process and product that includes product (or services) innovation and process innovation, and a key factor in achieving a sustainable competitive advantage, also they argued that innovation grants unique advantages to firms that are not matched by competitors. Khajeheian (2013, 2016b) also believes that innovation is a building factor for the efficiency of organizations, and allows for their competitive operation and survival in the

markets, also adds that innovation is not simply the incorporation of new technologies into new products or services, but in many cases, it involves finding new models of conducting business in the face of change and opens up new opportunities (Khajeheian & Tadayoni, 2016a). On the other hand, (Camisón & Villar-López, 2011), believes that in addition to technical innovation there are different types of non-technical innovation promote sustainable competitive advantage.

Innovation is also defined as products, processes, and organizational changes that do not necessarily arise from new scientific discoveries, and may be the result of applying existing technologies to new contexts (Žižlavský, 2011). Furthermore, innovations not only cover technical and technological changes and improvements, but also address specific practical applications that arise from research (Hana, 2013).

(Bowonder et al., 2010) confirms that an innovation strategy can help a company in three ways: Exciting customers, outperforming competitors, and building a new product portfolio. Therefore, they found that innovation strategies allowed leading global companies to dominate their markets, outperform the competition through innovation, and create competitive advantages. (Gonzalez-Perez & Gutierrez-Viana, 2012), on the other hand, believe that in a competitive environment, the natural strategy of revenue maximization requires innovating and offering other product-related benefits, and increasing market share either by reducing costs, or improving productivity.

6. **Efficiency:** It is defined by (Robbins, 2012: 8; Daft, 2010: 326) as ‘achieving goals with rational use of human, material, financial, and information resources, high or distinguished performance that reduces costs, efforts, time, and maximizing material value, and to sum up, it means doing things right’. Furthermore, efficiency also can be defined as the ability to achieve an end goal with not too or with little of waste, effort, or energy. Thus, it refers to the peak level of performance that uses the least amount of inputs to achieve the highest amount of output. Additionally, efficiency occurs when nothing is wasted and all processes are optimized. This includes the use of money, human capital, production equipment, and energy sources (Banton, 2020). In the broad sense, efficiency refers to the ratio of outputs to inputs, and in most companies, efficiency is measured through evaluating

employees' productivity that helps a company to achieve competitive advantage through costs saving (Hill & Jones, 2009). Moreover, efficiency can be used in a variety of ways to describe various optimization processes, and accordingly, analyzing efficiency can help reduce costs and increase bottom lines.

7. **Low cost:** reducing cost is the most commonly dimension used by organisations, especially in markets where the customers are sensitive to prices (Baranes & Bardy ,2004).

Porter (1985) asserts that reducing cost, related to the ability of the organisation to low-cost its product offers in an industry through experiences, successful investment, observing and controlling the total operating costs such as reducing the size and quality management. Also indicated, that the organisation need to control costs tightly, exploit the available resources and cut prices when selling their products. Acoordingly, the organisations that have this dimension will have the ability to outperform the competitors and have control on the market. In the broad sense, the organisation will achieve competitive advantage when its accumulated costs related to production activities less than those of competitors (Baranes & Bardy ,2004).

2.1.2.2. The importance of Competitive Advantage

Competitive advantage is essential to business success, without it, the business organization will face great difficulties in survival, continuity, and success. In addition to that, it is a cornerstone concept in the strategic management field since it explains what accounts for differences in performance among firms, also, it distinguishes business organization from its competitors, and contributes on lifting prices, more customers, and brand loyalty (South, 1981; Baaij et al., 2004; Zott and Amit, 2008; Ceccagnoli, 2009). Competitive advantage can create greater value for a company and its shareholders because of its certain strengths when compared with competitors. Competitive advantage can help companies continue to be the market leaders in their industries, and indeed, in any business, a competitive advantage can lead to better profit margins and market control.

In summary, it can be said that the importance of competitive advantage stems from the following (Indeed, 2021; Morehouse, April 7, 2020; Ali, 2013: 3; Al-Ghalbi, 2007: 309):

1. Contributing to higher profit margins.
2. Helping attract more customers more frequently.
3. Helping maintain brand loyalty.
4. Adding predictability and constancy to a company's revenue streams.
5. Helping attract more brand alliances, talent, and potential investors.
6. Helping the organization to increase certainty.
7. Allowing the organization to focus on (Time, talent, and treasure) resources to achieve maximum return on investment.
8. It gives the organization a qualitative and quantitative advantage over competitors, thus allowing it to achieve high performance results.
9. Contribute to the positive impact on the perceptions of customers, and the rest of those dealing with the organization and motivate them to continue, develop, and prolong the dealings.
10. Since competitive advantage is characterized by continuity and renewal, this allows the organization to follow up the development and progress in the long term.

2.2. Theories adopted for the purpose of this study

Many scholars and researchers assert that competitive advantage in today's world has become one of the most important pillars of strategic management, as organizations seek to achieve through acquiring various resources, and then exploiting those resources in a way that helps achieve competitive advantages, which are difficult for competitors to imitate.

There are many theories that dealt with competitive advantage subject, but the researcher, for this study purposes, adopted the two most prominent theories of them related to the study variables, namely: Resource Based Theory (RBV) and Knowledge-Based Theory.

2.2.1. Resource Based View Theory (RBV)

Resource-based view theory emerged with the early nineties of the last century, although some aspects of this theory have been addressed by a number of researchers in previous years (Penrose, 1959; Andrews, 1971; Wernerfelt, 1984; Rumelt, 1984 & 1987; Barney, 1986; Dierickx and Cool, 1989.... etc.). However, Barney's 1991 article, " Firm Resources and Sustained Competitive Advantage," was pivotal in the emergence of the resource-based theory. The RBV was popularized by Prahalad and Hamel in their book "Competing for Future (1996)", and since, it has become the dominant model in strategic planning, and one of the most influential and cited theories in the history of management theorizing. Additionally, this theory is considered one of the most important ones that dealt with competitive advantage as its focus on the resources controlled by a firm, and how these resources can be linked to produce and sustain competitive advantage. Furthermore, it provides a framework that explains and predicts the origin of business competitive advantage (Konzlenkovan, Samaha, Palmatier, 2013; Barney, Ketchen, & Wright, 2011).

The RBV central proposition is that if a firm decided to achieve a state of sustainable competitive advantage (SCA), it must acquire and control valuable, rare, incomparable, and non-substitutable resources (now known as VRIN standards) and capabilities, plus have the organization in place that can absorb and apply the previous characteristics (Barney, 1991a, 1994, 2002). This proposition is shared by several related analyses; Core competences (Hamel & Prahalad, 1994), Dynamic capabilities (Helfat & Peteraf, 2003; Teece, Pisano, & Shuen, 1997) and the Knowledge-Based View (KBV) (Grant, 1996b). The RBV as presented by (Barney, 1991) is based on two alternative models: First, is relative variance of resources which assumes that organizations affiliated with the same industry or sector, their two variable resources can be the technology and reputation, also they can be distinguished, and it varies from one organization to another. Second, is that the resources mobility between organizations is not absolute, which means that the disparity in resources may be sustainable, due to the presence of factors that limit their ability to move completely. Moreover, sustainable competitive advantage, according to (Prahalad & Hamel, 1990) stems from developing superior capabilities and resources, and is determined by the level at which in competitors can match the uniqueness of their resources comparing to other firms (Olavarrieta, & Ellinger, 1997).

The RBV approach explains how firms can compete efficiently by exploiting specific resources and capabilities which possess exclusivity, that competitors cannot obtain due to the sustainable factors of competitive advantage and the firm high performance (Theriou, Aggelidis & Theriou, 2009). Moreover, this theory also helps to introduce a new framework called the competency perspective, which attached great importance to creating knowledge and building educational processes to achieve a competitive advantage in the strategic aspects of human resource management. Consequently, the traditional view of human resource management has shifted towards a strategic view to achieve a sustainable competitiveness for the organization, as this approach is based on the idea of: Human resources are rare, value, and the basis of sustainable competitive advantage. Furthermore, the organization must develop its competencies and capabilities through its creativity, and encourage organizational learning, which emphasizes the organization need to own a set of resources, and turn them into pivotal competencies that constitute the most important source of achieving a sustainable competitive advantage (Ali, 2013:57).

In addition, The RBV accepts that information about the future value of a resource is asymmetrically distributed, so, if the firm's managers can estimate the future value of a resource better than their competitors – or simply to be lucky – then will provide their firms with exant sources of SCA. Subsequently, the development of isolating mechanisms that prevent other firms from competing their above-normal-profits away, provides the firm with ex-post sources of SCA (Mahoney, 1995; Rumelt, 1984). Additionally, the RBV explains the exploitation of the organization's assets, and how to link them for building and maintaining competitive advantage.

In other word, relying on the RBV approach helps the business organization to develop unfamiliar characteristics to realize the relationships that exist between the company's resources, efficiencies, capabilities, and earnings, and between the mechanism that can be used to integrate these resources to maintain competitive advantage. Hence, this can be achieved by designing and implementing strategies that can exploit opportunities in the external environment (Grant, 1991), Additionally, this approach relies on knowledge and identifying assets (Sher & Lee, 2004).

Firms' resources are defined by (Grant, 1991) as the inputs into the process of creating the firm's value. Similarly, (Thompson & Strickland, 1999: 91) defined it as "Inputs into a firm's production process such as capital equipment, the skills and experiences of employees, patents, finance, and talented managers". Resources can, also, be broadly defined to include assets, organizational processes, firm attributes, information, or knowledge controlled by the firm which can be used to conceive of and implement their strategies (Learned, et al., 1969; Daft, 1983; Barney, 1991; Mata et al., 1995). So, it can be concluded that resources include all those assets which a firm could employ or acquire to achieve its goals (Hafeez et.al, 2007, 3594).

Some scholars classify firms' resources into three sub-categories, namely: Physical assets, intellectual assets, and cultural assets (Hafeez et.al, 2007). Others such as (Grant, 1991) identifies the six following categories of resources: Financial, physical, human, technological, reputation, and organizational. Still other scholars, claim that strategic assets have four attributes to create sustainable, valuable, and rare competitive advantage among the firms current and potential competitors, imperfectly imitable and no strategically equivalent substitutes exist (Amit & Schoemaker, 1993). Moreover, (Barney, 1991) categorises three types of resources: Physical capital resources (Physical, technological, plant, and equipment); Human capital resources (Training, experience, and insights); and Organizational capital resources (Formal structure).

In general, it can be said that the RBV approach identifies four characteristics known as the resource isolation mechanism of a company's resources as being physically unique (nearly impossible to imitate), path dependent (very difficult to imitate), causal ambiguity (hard to imitate due to its complexity), and economic deterrence (resources which requires high capital investment (Pearce & Robinson, 2005).

It is clear from the foregoing, that researchers' viewpoints differ in their classification of the resources' types, but no matter how different their classifications are, they all fall within the framework of that the resources are tangible and intangible, and they can be used to achieve competitive advantage. Hence, the forms of resources can be clarified in the following (Itami & Roehl, 1987; Hall, 1992: 135-144; Leaf, 2001; Andriessen, 2004; Ndegwa et al, 2018; Barney, 1991:101; Madhani, 2010: 9):

1. Tangible resources: They are classified into the following types:

- Physical resources, such as: Real estate, location, machines, access to raw materials, and distribution channels.
- Financial resources: Ability to generate internal funds and external capital (cash).
- Technological resources: Possession of patents, trademarks, copyrights, and trade secrets.
- Organizational resources: Formal planning, command, and control systems; and integrated management information systems.

2. Intangible resources: They are classified into the following types:

- Human resources: Managerial talents, skills, accumulated experience, and organizational culture innovation.
- Innovation resources: Capacities for organizational innovation and change, and capabilities to innovate new product, research, development, and services process, information, and knowledge.
- Reputational: Product and service quality, durability, and reliability among customers, suppliers, or other key stakeholders.; successful product branding and positioning with satisfied and loyal customer base; plus reputation as a socially responsible corporate citizen; and as a good employer.

2.2.2 knowledge-based view theory (KBV)

Number of researchers such as (Grant, 1996) and (Curado et al., 2006) asserts that knowledge-based vision develops a view of knowledge as the main or strategic asset of firms, and is an extension of resource-based view of the firm in creating competitive advantage, value, and heterogeneity (Felin & Hesterly, 2007). According to Knowledge-based view theory, resources include knowledge and intellectual abilities of employees, capacity to learn and expand on more knowledge, and have significant effect on the performance in the current business environment through sustainable competitive advantage (Jenkins & Gupta, 1985). Moreover, (Grant, 1996) believes that creation and sustainability of competitive advantage depends upon the extent of capabilities shortage, and this underlies in the scope of specialized knowledge within an organization. Furthermore, the firm is able to create new value if its capabilities and knowledge are rooted in experts and specialist, and this accordingly provides the starting point

in creating and sustaining competitive advantage (Felin & Hesterly, 2007). Acquiring knowledge through learning, triggers insights into organizational routines, beliefs, values, and culture (Clegg, Kornberger & Pitsis, 2011). Therefore, continuous learning of the organization's employees who are capable to develop capabilities and competencies that are consider the sources of sustainable competitive advantage (Njuguna, 2009; Chowtupalli & Rafi, 2013).

Modern strategic management today realizes that competitive advantage will be gained when companies value their tacit knowledge, and it can be the source of a huge range of opportunities and potentials that constitute innovation and creativity (Alwis and Hartmann, 2008). Nonetheless, (Ahn et al., 2009) stresse that the competitive advantage of an organization depends on the quality, creation, use and application of knowledge. Therefore, the ever-changing business environment requires effective knowledge management in order to achieve a competitive advantage (Nielsen, 2006; Rahimli, 2012).

When knowledge is applied to existing ends, the size and durability of a firm's competitive advantage can be defined by the extent of its knowledge protected (Chakravarthy et al., 2005). Hence, it might be due knowledge as an asset; is the source of a competitive advantage only when it is rare and matchless. Furthermore, knowledge management (KM) affects competitive advantage in the following three ways: Reduced costs, shortened production time, and product differentiation. First, KM reduces the operation costs of a firm and creates added value to customers by significantly increasing product quality (Akdere, 2009). Secondly, firms shorten time by analysing current situations and allowing previous knowledge to be utilized to solve the problem for current situation (Scarbrough, 1999). Finally, KM can be regarded as central to product and process innovation and improvement, executive decision-making, plus organizational adoption and renewal (Earl, 2001). Hence, well- managed KM system in an organization; improves business excellence and competitive advantage (Wiig, 1997).

Innovation, also, has become a key to achieve competitive advantage (Francis and Bessant, 2005). Additionally, innovation is the embodiment and combination of knowledge in original, relevant, valued new products, processes, or services (Luecke & Katz, 2003),

whereby organizations transform ideas into new improved products, service, or processes, in order to advance, compete, and differentiate themselves successfully in their marketplace (Baregheh et al., 2009). Thus, innovation is a knowledge-based process (Jantunen, 2005) to create new ideas, markets, products, and services toward achieving competitive advantage by satisfying maximum number of customers, which in turns establishes an organization as a brand.

(Schumpeter, 1968), claimed that Knowledge-based view emphasizes that most innovations are incremental in nature, based on the already existing knowledge and capabilities of firms. In general, innovations are the result of new combinations of existing knowledge and increased learning, yet, firms may acquire and apply the external knowledge relevant to their prior knowledge. Additionally, a firm is better able to recognize and exploit new information relevant to an existing firm knowledge, hence, this valuable experience provides the firm with the necessary background to both recognize the value of and implement new methods or processes since the growth of knowledge is experiential. Therefore, a firm's absorptive capacity, the learning that occurs through absorption of external knowledge, is a critical concept in understanding of competence building and innovation (Cohen & Levinthal, 1990; Kogut & Zander, 1992; Pitt and Clarke, 1999).

The most important foundations of the previous theories can be summarized as follows:

RBV theory states that the various resources owned by the organization lead to competitive advantage, and the theory explains how companies can compete efficiently by exploiting specific and unique resources and capabilities, and that competitors cannot obtain because they are factors with sustainable competitive advantage and provide a high performance of the company (Theriou, Aggelidis & Theriou, 2009); Barney, Ketchen, & Wright, 2011; Konzlenkovan, Samaha & Palmatier, 2013; Grant; 1991; Olavarrieta, & Ellinger, 1997).

Knowledge-based view theory is considered a continuation or an integrated part with the Resources-based view theory, since knowledge constitutes an important part of the company's resources in the business world today (Grant; 1996; Curado, Lupi & Lisboa, 2006). According

to KBV theory, resources include knowledge and intellectual abilities of employees, capacity to learn and expand on more knowledge, and have significant effect on the performance in the current business environment through the sustainable competitive advantage (Jenkins and Gupta, 1985). In addition, knowledge refers to information and data that are collected, organized, and processed to convey understanding, experience, and accumulated learning, then applying them in the organization reality to solve the problems they encounter (Marr, 2006).

The differentiation strategy is one of the main strategies to achieve competitive advantage, as it aims to provide distinct and unique products and services from the ones of competing institutions, hence, this distinction may be based on enhancing the institution mental image, highlighting the product or service by providing features, such as quality or low cost; and exploiting activities in the value chain (Abdul-Sattar et al., 2006). Since the differentiation strategy is linked to the perception of value by the customer, one of the most important requirements of this strategy is to analyze the needs and understand the desires that have not been satisfied, also, take into account the risks associated with them. Indeed, this requires the availability of the company capabilities, such as the capabilities of product or service development, distribution, and promotion; also, it requires the focus on creativity and invention; and expenditure on research and development, etc. Furthermore, the application of the differentiation strategy means an increase in consumers' tendency to buy the company's products, with a reduced sensitivity to price due to distinction, and thus, the company will find itself immune to its competitors' pressures, which means an increase in its profits, and hence, gives it a competitive advantage (Bates & Lee, 2008). However, all this requires vigilant follow-up of information in the company's environment; so that it can be able to collect and evaluate information in a way that enables it to strategically deal with product or service data, suppliers, and competitors, and thus achieve customer satisfaction.

The extent of the company's strength in building and maintaining a competitive position necessarily requires periodic and continuous collection and evaluation of information, which enables it to assess its competitive position in the market. Therefore, the process of monitoring, collecting, analyzing, and evaluating information comes through the company's exercise of

strategic vigilance. Hence, through strategic vigilance, the company can obtain information on the evidence of its competitive strength and weakness and its competitors, or the threats that may encounter in a timely manner, which gives it the advantage to maintain or improve its competitiveness by seizing opportunities; to enhance its competitive forces posed by the changes that will occur in its external surroundings, which was predicted in advance by the institution due to vigilant activity (Hermel, 2001: 2).

Efficiency, quality, response to the customer, creativity, and innovation are considered important elements in achieving the competitive advantage of the organization. Furthermore, distinguished efficiency gives the organization the opportunity to reduce costs, and superior quality allows it to impose a high price, as well as reduce its costs, and the superior response to the customer allows it to achieve the satisfaction and loyalty of the latter, while the renewal enables the institution to be a leader in the market. All of these factors complement and interact with each other to ultimately affect the general trend of the competitiveness of the institution.

In these contexts, strategic vigilance can be linked to factors that build competitive advantages, considering strategic vigilance the process that enables the organization not only to possess useful information on various elements of its external environment on a regular basis, and to be able to anticipate the paths of future events. Rather, it also enables it to form a renewed balance of knowledge about competitors, customers, suppliers, products, used and even developing technologies, because it is the link between the institution and its external environment, in all its parts: The competitive environment (Competitive vigilance), the technological environment (Technological vigilance), the commercial environment (Commercial vigilance), and the rest of the ocean (Environmental vigilance). Each of these vigilances is a resource of reinforcement for each factor in building competitiveness.

Competitive vigilance, for example, contributes to achieving superiority over competitors in quality and efficiency, and enhances the company's ability to perform its operations at the lowest possible cost within the framework of the available resources, in order to reach the highest level of performance required by the organization. Additionally, the competitive vigilance role in this context is to qualify and motivate the organization to adopt the low-cost

strategies; achieving the institution's assistance in employing its internal strengths and overcoming its weaknesses; and, assisting the institution in investing the opportunities available in the external environment and avoiding threats. Furthermore, competitive vigilance contributes to enhancing the operational efficiency of the organization through its contribution to saving resources, shortening time, responding quickly to changes (quick and correct reaction), reducing error rate, saving costs, and rationalizing decisions (Al-Tai & Al-Khafaji, 2009: 190). Moreover, competitive vigilance is concerned with monitoring the competitive environment and analyzing its events, especially with regard to current and future competitors, which enhances the institution efficiency and quality, and that, collecting information about competitors and their capabilities, cost structure, customer portfolio, characteristics of their products and their services nature, their level of efficiency, degree of effectiveness, orientations, strategies, anticipating their reaction to the strategies and movements of the organization and competitors, and then analyzing and storing them; what allows to create a renewed stock of knowledge about competitors. Nonetheless, this stock of knowledge, after being communicated to the decision maker, contributes to achieve the institution's high efficiency and quality, because by comparing the efficiency of the current institution with the one of competitors, then only the gap amount that exists is determined as well its real causes are identified, which facilitates the creation of mechanisms to improve the institution efficiency and the quality of its products compared to competitors (Al-Tai & Al-Khafaji, 2009: 190).

As for the technological vigilance, it contributes on achieving creativity and innovation, through which the company can track the primary sources of creativity (Registered patents as well national and international scientific seminars, and monitor them for all technological developments that occur in its external environment, thus creating a renewed knowledge balance, and accordingly to be able to obtain new innovative ideas that can be a source of technological or organizational creativity). Based upon, the possibility of anticipating the paths of these developments in the near future provided by the analyzing and interpreting process of the early warning signals that are monitored, and which are allowed by the predictive function of strategic vigilance, all pushes the organization to keep pace with these developments, adopt new ideas, and develop them, thus becoming the first to own it, and ensuring a permanent

competitive advantage, necessarily leads to high competitiveness and superiority over competitors (Belkhader & Ben Halima, 2010).

CHAPTER THREE: RESEARCH METHODOLOGY

This chapter aims to clarify methodology adopted to carry out the current study, as it provides information about the study method, population, selection mechanism of the sample and its applied and temporal limits, methods and statistical tools used in data collection and analysis. The chapter also shows the details of the questionnaire as well reliability and validity measurements.

3.1. Method

This study is quantitative research designed to determine the reality of strategic vigilance in the Jordanian Banking sector, and its correlation with competitive advantage. The quantitative method typically involves a procedure to quantify phenomena, relationship between variables as well for approving or disapproving the hypothesis, whereas a quantitative method uses questionnaires in surveys to collect data from the respondents, and it relies heavily on linear variables, calculations, and statistical analysis (Gerrand & Cunningham, 2003).

As the current study belongs to survey studies, the researcher adopted the descriptive and explanatory approach, since it is based on studying phenomena as they are in reality and expressing them qualitatively and quantitatively, and it is also concerned with identifying conditions and possible correlations that exist between variables, identifying common and prevailing practices, and identifying beliefs and trends of individuals and groups, as well as predicting attempts of future realities. Descriptive approach, as explained by (Sekran, 2003), helps to comprehensively describe the characteristics of the essential variables in any situation, while explanatory approach enables further discussion on causal effects of the variables under study.

The researcher opted for a combination of descriptive and explanatory approach along with the use of quantitative data obtained from the questionnaire tool to describe and analyze statistical data, to identify the correlation between independent variable (Strategic vigilance) and dependent variable (Competitive advantage), and to measure the correlation intensity between the strategic vigilance dimensions (Environmental vigilance, technological vigilance, competitive vigilance, and marketing vigilance) and the competitive advantage variable (Kothari, 2009).

3.2. The Study population and the Sample

Many scholars such as (Bryman, 2012) and (Sekran and Bougie, 2013), assert that the adoption of a target population is a basic part of any study achievement, whereas the target population, according to (Sekran and Bougie, 2013), refers to a group of people, units, or things that have the same characteristics. As for (Bryman and Bell, 2015), the phrase "Population" characterizes the universe of units from which the sample is chosen. Additionally, (ZiKMund et al., 2012) define "Population" as the totality of all the samples or components that align with some targeted details, for example, group of people, organizations, size, and sort or similar, that shares some characteristics. Consequently, the analysis unit of the survey in this study were: The Housing Bank for Trade and Finance (HBTF), Jordan Islamic Bank (JIB), and Cairo Amman Bank (CAB), plus their scattered branches in Jordan, while the targeted respondents were the three mentioned banks' managers in the upper, middle and lower-level management.

Accordingly, the Jordanian private local banks have been selected basen on their pioneering role in banking sector and in the development of the national economy, while the Jordanian private local banks count for (16) out of (25) banks forming (64%) of the total banking community in Jordan (Union of Arab Banks, 2018). Hence, three leading large size banks (in terms of number of employees, number of branches, and financial capacity), and among the best six banks in jordan with their branches scattered all over the country, were selected by the researcher to draw the study sample; these bankes were: The Housing Bank for Trade and Finance (HBTF), the Jordan Islamic Bank (JIB), and the Cairo Amman Bank (CAB) (Union of Arab Banks, 2018).

As for the study sample, its size is an essential task of any empirical study and need to be sufficient, also, the study sample size must be appropriate and truly representative of the study population, otherwise, and if the sample size is not exactly as the evaluated one, the outcomes shall not meet the required unwavering reliability and validity (Hair et al., 2012). Thus, it is an essential inquiry to know how large an adequate size ought to be so it can represent the targeted population in a trustworthy manner and deliver reliable results.

Accordingly, the researcher randomly selected (300) individuals from the three leading banks' managers at upper, middle, and lower levels, whereas the study sample represented about (30%) of the total study population or about one third of the population which is considered good enough

sample size, based on Sekaran's approach, to meet the required unwavering reliability and validity (Sekran, 2003).

3.3. Study Tools and procedures

For the purpose of this survey study, and to collect data from its primary sources, the researcher, based on theoretical literature and investigating number of questionnaires used in previous studies related to the study subject, adopted a closed-ended questionnaire since it allows researchers to obtain empirical data from a large population, in a simple and inexpensive way (Sekran, 2003). Furthermore, the survey questions were asked to the respondents in Arabic, but after being first translated into English by the author, and re- translated from English to Arabic by another proficient in both languages, and without seeing the original questions in Arabic. Hence, the back translation was done solely to ensure that no meaning was lost, which might occur when translating a text, and could have negatively affected the overall reliability and validity of whole survey.

As shown in table (3-1) bellow, the questionnaire was divided into five sections: Section one, which was about personal functional characteristics data of the respondents, and included gender, age, educational level, years of experience, and administrative position. Section two, included general information (5 questions). Section three, included sources for collecting information in the researched banks (14 paragraphs). Section four, included the information nature that the researched banks focus on (six paragraphs). Section five, included (49) indicators that measure the independent and dependent variables as follows: Technological vigilance (11 indicators); Marketing vigilance (6 indicators); Competitive vigilance (10 indicators); Environmental vigilance (9 indicators); and the last (13 indicators) were to measure the dependant variable (Competitive advantage). All indicators were based on the quintet (Likert) scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Table (3-1) Sections of questionnaire

Section one: Personal Data	
Characteristics	Statements
Gender	2
Age	4
Educational level	3
Years of Experience	5
Administrative position	5
Section two: General information	
Five questions	2
Section three: Sources for collecting information in the researched bank	
Fourteen paragraphs	2
Section four: the nature of the information that the researched banks focus on	
Six paragraphs	2
Section five: study variables	
Technological vigilance (independent)	Eleven paragraphs (c1-c11)
Marketing vigilance (independent)	Six paragraphs (d1-d6)
Competitive vigilance (independent)	Ten paragraphs (e1-e10)
Environmental vigilance (independent)	Nine paragraphs (f1-f9)
Competitive advantage (dependent)	Thirteen paragraphs (g1-g13)

3.3.1. Validity and Reliability tests of the questionnaire: The adopted questionnaire was tested for face or logical validity which is a simple form of validity where you apply a superficial and subjective assessment of whether the questionnaire's indicators measure what it is required (Gay & Airasian, 2000). To measure the questionnaire's statements for clarity, to examine the apparent inference of the questionnaire, and whether the questionnaire statements achieve the desired goal, and to provide a coherent study questionnaire, a macro review to all the research, constructs was performed by seven professors of public administration and human resources management in a number of Jordanian universities (see appendix one). The arbitrators' views and valuable

recommendations have been considered by researcher, then some of the items were reformulated to become more accurate, and the required adjustments were made to accurately achieve a balance between the questionnaire contents in the items. Accordingly, the researcher prepared the questionnaire in its final form as shown in appendix two).

Having tested the questionnaire validity, the researcher performed the reliability test, and it refers to the consistency of the search scale and the reliability of the results that can be obtained from the scale over different periods of time. The structural reliability of the measuring tool is verified by using the Cronbach's alpha test. Furthermore, the reliability test is frequently utilized for two general purposes: To valuation conformity between items of a construct, similarly named split-half method (Andrews et al., 1991; Hair, 2009); and to examine the relationship between the same respondent's score on an equal questionnaire at two different points in time, similarly identified as test-retest (Ticehurst & Veal, 2000).

The Half-Split method is used to measure stability, which is to find the correlation coefficient between the scores of individual questions and the scores of even questions in the questionnaire. Hence, the correlation coefficient is corrected by the Spearman–Brown equation, so the stability coefficient is (0.67) according to the equation, it is sufficient for the research that depends on the questionnaire as a tool (Gouda, 2008:109), and when applying this method, it was found that the correlation coefficient of the questionnaire reached (0.800), which means that with its different scales it has good stability, and it can be adopted at different times for the same individuals and yet gives the same results.

In speculation, the accuracy and consistency of measures empower a high-level amount of reliability. There is no consensus, however, among researchers regarding the minimum value of Cronbach's alpha. The accepted lower limit for Cronbach's alpha value according to (Hair, 2005) is (0.70), while for (Churchill and Peter, 1984) is (0.60), and for (Ramayah, 2011) is (0.50) but more than (0.70) is considered good, although according to (Sekran and Bougie, 2013) reliabilities less than (0.60) are considered to be poor, those in the range of (0.70 – 0.79) are said to be acceptable, and those values above (0.80) are said to be good. Moreover, (Nunnally, 1978; 1988) indicated that new developed measures can be accepted with an alpha value of (0.60), otherwise,

(0.70) should be the threshold. In any case, for this study purpose, the researcher adopted the value of (0.70) as an acceptable minimum value for Cronbach's alpha.

The reliability coefficient of the tool for this research, therefore, was calculated using the Cronbach's alpha correlation coefficient, using the quintet Likert scale for multiple choices that count the weights of those items in a quintet as follows: Strongly agree (5 points); agree (4 points); neutral (3 points); disagree (2 points); strongly disagree (1 point). Indeed, the test re-test technique was used to estimate the reliability of the instruments which involved administering the same test twice to the same group of respondents. The first test was launched on the (25th of April 2021). In addition, the questionnaire was distributed to thirty-three people from the study sample, and the process of distributing and collecting data took three weeks, hence, four weeks later, the questionnaire was redistributed to the same exploratory sample, and the Cronbach's alpha value was calculated. Table (3-2) shows the reliability of the independent and dependent variables (Cronbach's Alpha).

Table (3-2) Reliability of the Variables (Cronbachs Alpha)

Variables	Dimensions	Number of indicators	Cronbach's Alpha
Strategic vigilance (independent variable)	Environmental Vigilance	9 (f1-f9)	0.958
	Technological Vigilance	11 (c1-c11)	0.947
	Competitive Vigilance	10 (e1-e10)	0.958
	Marketing Vigilance	6 (d1-d6)	0.931
Competitive Advantages (dependent variable)		13 (g1-g13)	0.955
Total Questionnaire		49	49

Source: Prepared by researcher in light of the outputs of SPSS.

Table (3-2) above shows that the values of Cronbach's alpha coefficient for the strategic vigilance dimensions ranged between (0.931–0.958) and all values are greater than (0.7), which are statistically the minimum acceptable values in administrative and social research, which indicates the consistency and reliability of the study tool and its suitability for statistical analysis and scientific research, and this indicates the stability of the independent variable and its dimensions. As for the dependent variable (the competitive advantage) the value of its reliability was (0.955), and this also indicates the stability of the dependent variable. Therefore, the study results can be

accepted according to many scholars since the closer Cronbach's alpha is to one, the higher the internal consistency (Sekran, 2013; Robert, 2006; Hair, 2005; Weiner & Hopkins, 2007). On the other hand, for the dependent variable (the competitive advantage) the value of its reliability was (0.955), and this also indicates the stability of the dependent variable. Therefore, the study results can be accepted according to many scholars (Sekran, 2013; Robert, 2006; Hair, 2005; Weiner & Hopkins, 2007).

In addition to the reliability test, the researcher performed One-Sample Kolmogorov-Smirnov Test for testing the normality of the distribution, since a quantitative method uses questionnaires in surveys to collect data from the respondents, and it relies heavily on linear variables, calculations and, statistical analysis (Gerrand & Cunningham, 2003). Moreover, many statistical analysis tools require that the analyzed data to be approximately normal. Normality refers to a specific statistical distribution called a normal distribution, or sometimes the Gaussian distribution or bell-shaped curve. Hence, the normal distribution is a symmetrical continuous distribution defined by the mean and standard deviation of the data, also, it describes how the values of your data are distributed, and it is one of the most important probability distributions in statistics because it accurately describes the distribution of values for many natural phenomena. (McLeod, 2019).

The one-sample Kolmogorov-Smirnov test is used to test whether a sample comes from a specific distribution, as we can use this procedure to determine whether a sample comes from a population that is normally distributed. Moreover, in the current implementation of the Kolmogorov-Smirnov test, a sample is compared with a normal distribution where the sample mean and the sample variance are used as parameters of the distribution (Drezner et al., 2008).

The results of the performed one-sample Kolmogorov-Smirnov test (Table 3-3) show that all values of the standard deviation for the variables were less than one and ranged between (0.863 - 0.987), which assures the normality of the distribution. In addition, the table shows that the highest mean value was (3.99) for technological vigilance, and the lowest mean value was (3.77) for competitive advantage, however, all values of the variables were of high level.

Table (3-3) Distribution test (One-Sample Kolmogorov-Smirnov Test)

Variables	Number of items	mean	Std. Deviation	Sig.(2-tailed)
Environmental Vigilance	9(f1-f9)	3.85	.960	.000
Technological Vigilance	11(c1-c11)	3.99	.863	.000
Competitive Vigilance	10(e1-e10)	3.81	.987	.000
Marketing Vigilance	6(d1-d6)	3.90	.910	.000
Competitive Advantages	13(g1-g13)	3.77	.911	.000

3.3.2. Data collection: The data collection in the current study is based on two sources: Secondary data that was collected through previous research, references and websites which have related to the current study, and primary data which was collected through the questionnaire. Accordingly, primary data collection process started on (May 20, 2021) and lasted for two weeks. Due to the Corona pandemic, the questionnaire was distributed electronically to (300) managers in the upper, middle, and lower management levels in the following surveyed banks: The Housing Bank for Trade and Finance (HBTF), the Jordan Islamic Bank (JIB), and the Cairo Amman Bank (CAB). Respondents were given information about the purpose of the study, and their consent were asked to use the data for academic purposes.

The number of returned questionnaire was (280), all of which were complete and amenable to analysis.

The results of the respondents' answers can be analyzed according to the five-point Likert scale in two ways: The first is as an ordinal value and the second is as an interval-level value, so if the interval-level method is used, the information is summarized for all respondents in the form of a weighted mean. However, to facilitate the process of analyzing the respondents' answers, the values of the arithmetic means reached by the study were dealt with as follows, according to the following equation: $(n-n1) \div \text{number of levels} = \text{category length}$, where n is the highest value of the answer options at the five Likert scale options, and that $n1$ is the lowest value of the answer options divided by the number of levels, ie: $(5-1) \div 3 = 1.33$, and this value is equal to the length of the category, so the arithmetic mean of the low level ranges between (1-2.33), the medium level between (2.34-3.67), and the high level between (3.68-5) (Momani, 2021:588).

Table (3-4) weighted averages for the dimensions and the corresponding levels

The level	Weighted average
low level	1-2.33
moderate level	2.34-3.67
High level	3.68 – 5

The Statistical Package of Social Sciences (SPSS.24) program was used in processing the coded data for the implementation of further analysis techniques to answer the study questions and to test its hypotheses, according to the following statistical methods:

- Descriptive Statistic Measures: This is to describe the study population and show its characteristics, using percentages and frequencies, as well as using the analysis of the respondents' reaction to the expressions contained in the Survey list, and arranging their variables according to their relative importance depending on arithmetic means and standard deviations.
- Cronbach's Alpha (α) reliability test: To measure the correlation strength and coherence between questionnaire items, also, to highlights the stability of consistency with which the instrument is measuring the concept and helps to assess the viability of a measure.
- One-Sample Kolmogorov-Smirnov Test: To test the normality of the distribution.
- Multiple Leiner Regression Analysis: To test the validity of the models and the independent variable effect and its dimensions on the dependent variable.
- Simple Linear Regressions analysis: To test the impact of the leading independent variables: Competitive, technological, commercial, and environmental vigilance on competitive advantage.
- Stepwise Regression Analysis: To test the entry of independent variables in the equation to forecast the dependent variable, which means classifying the independent variables depending on which has the most contribution to the dependent variable, as well as, excluding the variables that do not have a high contribution.
- Pearson Correlation Coefficient: To measure the correlational relationships between paragraphs, dimensions and variables.

3.4. The Study's limits

The limits of the study include the following:

1. Theoretical limits: This study focused on the independent variable, which is strategic vigilance and its four dimensions, which are (Technology, marketing, competitive, and environmental vigilance), also, on the dependent variable, which is the competitive advantage.
2. Time limits: The study was conducted at the beginning of the year 2021.
3. Spatial limits: The questionnaire was distributed to managers working in leading Jordanian local banks.

CHAPTER FOUR: DATA ANALYSIS AND HYPOTHESES TESTING

4.1. Introduction

This chapter presents an analysis of the results of the data related to the demographic characteristics of the respondents, their assessments of the level of strategic vigilance and competitive advantage in the surveyed banks in Jordan, the extent to which there is a culture of strategic vigilance, knowledge and awareness of the concepts of strategic vigilance and competitive advantage, methods of collecting information related to strategic vigilance, and the nature of this information, as well as data analysis related to relationship and correlations between the independent and dependent variables of the study.

For the sake of organization, the data display and analysis will be presented in four main themes: First theme: describes the personal characteristics of the study sample, the second theme: provides general information about the actual knowledge and awareness of employees in the Jordanian banking sector about the importance of strategic vigilance and its impact on achieving competitive advantage, as well as, means of collecting data about strategic vigilance by the Jordanian banking sector, the third theme: describes the level of variables, and the fourth theme deals with the correlation between variables and testing hypotheses.

4.2. Demographic characteristics of the respondents

The researcher distributed (300) questionnaires to a random sample from three banks' managers at upper, middle and lower levels of the Jordanian banking sector which amounted to approximately 30% of the total members of the study community, and after retrieving and checking the questionnaires, it was found that 280 of them were valid for statistical analysis. the demographic profile of participants is reviewed in the following sections in terms of gender, age, education, years of experiences, and job position (Table 4-1).

Table (4-1) Demographic Characteristics of the Sample (n = 280)

Items	Characteristics	Frequencies	Percentage
Gender	Male	144	51.4
	Female	136	48.6
	Total	280	100
Age	18 to less than 30 years old	44	15.7
	30 to less than 40 years old	120	42.9
	40 to less than 50 years old	80	28.7
	50 years old &over	36	12.7
	Total	280	100
Education	Bachelor degree	188	67.1
	Master degree	77	27.5
	Doctorate degree	15	5.4
	Total	280	100
Experience	5 to less than 10 years	53	18.9
	10 to less than 15 years	119	42.5
	15 to less than 20 years	57	20.4
	20 years & over	51	18.2
	Total	280	100
Position	Section head	134	47.9
	Assistant branch manager	53	18.9
	Branch manager	46	16.4
	Dept. manager	36	12.9
	Senior management	11	3.9
	Total	280	100

4.2.1. Gender (sex):

Table (4-1) shows that the percentage of the male's respondents constituted (51.4%), and is slightly higher than the percentage of female respondents, which amounted to (48.6%). These percentages were consistent with the actual size of genders' employment in the surveyed banks.

4.2.2. Age Groups:

The table also shows that the percentage of respondents whose ages range between (from 30- to less than 40 years) had the highest participant's percentage about (42.9%). While the lowest percentage belongs to (50 years old &over), they are about (12.7%). As for the percentage of respondents whose ages range between (18 to less than 30 years old) amounted to (15.7%), and the percentage of respondents whose ages range between (40 to less than 50 years old) amounted

to (28.7%). The total percentage of respondents of the first and second groups amounted to (58.6%). These percentages indicate the preference of the surveyed banks to employ young people.

4.2.3. The level of education:

With regard to educational qualification, the Table shows that most of the respondents hold a bachelor's degree (67.1%), while the lowest percentage (5.4%) of the respondents hold a doctorate degree, and the percentage of the master degree holders amounted to (27.5%). These percentages indicate the preference of the study sample banks to employ bachelor's degree holders.

4.2.4. Experience:

The respondents whose years of experience were “10 to less than 15 years” comprised the highest percentage of respondents (42.5%), among other years of experience. While the lowest percentage (18.2%) belonged to those with a " 20 years & over ". The percentage of respondents whose years of experience (5 to less than 10 years) amounted to (18.9%), and the percentage of those belong to (15 to less than 20 years) group amounted to (20.4%). These percentages were consistent with the volume of employment for each age group of employees, and seem very logical, as the rotation of employees in terms of appointment, retirement or dismissal of services is relatively little compared to the rest of the employees.

4.2.5. Job title:

The highest job title category is the “section head”, which represents the total sample of (47.9%). While the lowest job title category is the “senior management”, which represents the total sample of (3.9%). The percentage of respondents belong to “department manager” category amounted to (12.9%), followed by the “branch manager” and “assistant branch manager” categories which amounted to (16.4%), (18.9%) respectively. These percentages were consistent with the reality of the size of the lower and upper managements in banks, where the number of management positions decreases with the higher level of management.

4.3. General information:

4.3.1. Knowledge and awareness of strategic vigilance and competitive advantage in the Jordanian banking sector:

Data presented in Table (4-2) below shows that (65.4%) of the respondents believe that the concept of strategic vigilance is known to their workplace, compared to (34.6%) who believe otherwise. While (71.1%) of the respondents believe that there is a strategic vigilance cell in their workplace, compared to (28.9%) who do not believe so. On the other hand, (100.0%) of respondents affirm the necessity of having a crisis cell in their workplace. As for the provision of electronic and telephone services to customers, (100.0%) of the respondents reported the availability of such services.

These figures indicate that the respondents are knowledgeable and well aware of the various dimensions of strategic vigilance and its importance to achieving competitive advantage.

Table (4.2) Knowledge and awareness of strategic vigilance

Items	Yes %	No %
Q1. Is the concept of strategic vigilance known and common in your bank?	65.4	34.6
Q2. Is there a strategic vigilance cell in your bank?	71.1	28.9
Q3. Do you think it is necessary to have a strategic vigilance cell at the level of your bank?	100.0	00.0
Q4. Does your bank offer electronic banking services to its customers?	100.0	00.0
Q5. Does your bank provide phone banking services?	100.0	00.0

4.3.2. Methods of collecting information in the surveyed banks:

The data also show that the surveyed banks adopt multiple means of data collection, topped by Internet websites by (100.0%), mass media such as newspapers, magazines, television and social media with a percentage of (96.1%), and economic and financial news by (90.4%).

Banks also rely on government bulletins and reports and on analyzing customer complaints received by (83.2%), and on investigations related to customers' conditions and on information

received from bank employees by (81.4%). As for the means of analyzing competitor services, it accounted for (79.6%); the method of resorting to consulting firms accounted for (75.4%), and the method of market research reports, survey summaries, industry analyst reports, annual/quarterly companies' reports and promotional materials amounted to (74.6%). As for the participation in conferences, seminars and exhibitions, it reached (74.3%). As for the means of personal relations, specialized journals, research reports and public opinion surveys, they were the least used among the means of data collection, with percentages: (66.8%), (63.2%) and (62.1%), respectively.

It is clear from these data that the most common methods of data collection are the least financially costly, while the less common methods are the costliest.

Table (4-3) Methods of collecting information in the surveyed banks

Items	Yes %	No %	rank
8. Internet sites	100.0	0.00	1
3. Media and mass communication such as local and international newspapers, magazines, T.V., journalists, and social media	96.1	3.9	2
1. Economic and financial news	90.4	9.6	3
7. Analysis of complaints received from customers	83.2	16.8	4
2. Government publications and reports, such as The Official Gazette	83.2	16.8	4
6. Carry out investigations about customers	81.4	18.6	5
14. Employees.	81.4	18.6	5
13. Analyzing competitors' services	79.6	20.4	6
9. Resorting to experts and specialized offices	75.4	24.6	7
12. market research reports, survey summaries, industry analyst reports, corporate annual/quarterly reports, promotional material	74.6	25.4	8
5. Participation in conferences, seminars, festivals and exhibitions	74.3	25.7	9
11. Personal communication	66.8	33.2	10
4. Specialized magazines, periodicals, and research reports	63.2	36.8	11
10. Carrying out opinion polls	62.1	37.9	12

4.3.3. The nature of information collected:

Data in Table (4-4) related to the type of data collected show that the information related to technology was the highest among the rest of the information with a percentage of (93.2%), followed by information related to customers with a rate of (87.9%). Information related to competitors accounted for (83.9%), and that related to suppliers constituted (74.3%), while information related to the environment was the least among the gathered information and only accounted for (65.4%).

These results clearly indicate that the surveyed banks are more concerned with information about technology, customers and competitors than suppliers and environment.

Table (4-4) The nature of information collected

Items	Yes	No	rank
1. Information about customers	87.9%	12.1%	2
2. Information about suppliers	74.3%	25.7%	4
3. Information about competitors	83.9%	16.1%	3
4. Information about technology	93.2%	6.8%	1
5. Information about the environment	65.4%	34.6%	5
6. Others mention	-	-	-

4.4. Analysis of Variables

One independent variable (strategic vigilance) and one dependent variable (competitive advantage) were used in the study. The following analysis shows the “Mean value” and “Standard Deviation” of the respondents' answers.

4.4.1 Strategic Vigilance (Independent variable)

The variable of Strategic Vigilance is composed of four dimensions (Technological Vigilance, Marketing Vigilance, Competitive vigilance, and Environmental Vigilance). The following presentation explains the level of importance for each of them.

4.4.1.1. Environmental vigilance:

Nine indicators measured the Environmental vigilance; table (4-5) shows the “Mean value” and “Standard Deviation” for the respondent's answers towards this variable.

Table (4-5) Means and Standard Deviation for Environmental Vigilance Variable

No of item	Indicators	Mean	Std. deviation	Rank	Level
7	The bank's management continuously monitors legislations and regulations related to banking and monetary activities	4.364	.663	1	high
8	The bank strives to respect the values and customs of the society works in it	4.353	.718	2	high
9	There is awareness in the bank of the importance of being socially responsible	4.157	.653	3	high
1	The bank's management tracks and monitors everything that happens in the external environment in order to obtain information	3.867	1.067	4	high
4	The bank's management diagnoses the opportunities that can be invested in the bank	3.757	1.364	5	high
3	The bank's management monitors the changes in the external environment to think about their implications for the decision-making process	3.732	1.082	6	high
6	The bank has advanced information systems to monitor changes in consumer preferences.	3.592	1.375	7	medium
5	The Internet is invested in obtaining information about the external environment	3.467	1.372	8	medium
2	All employees working in the bank participate in the environmental monitoring process.	3.403	1.332	9	medium
	Environmental Vigilance Variable	3.85			high

Data presented in table (4-5) above show that six out of the nine indicators measuring the environmental vigilance, which are (7,8,9,1,4, and 3) scored high level of importance with arithmetic means ranging between (4.364-3.732), and standard deviations ranging between (.663-1.082). While the other three indicators scored a medium level of importance with arithmetic means ranging between (3.592-3.403), and standard deviations ranging between (1.332-1.375).

The indicator “The bank’s management continuously monitors legislations and regulations related to banking and monetary activities” scored the highest level of importance with an arithmetic mean (4.364). This indicates that most of the respondents believe that the banks surveyed are keen to continuously monitor legislations and regulations related to banking and monetary activities, and to follow these legislations and regulations.

On the other hand, the indicator “All employees working in the bank participate in the environmental monitoring process” scored the least level of importance with an arithmetic mean of (3.403). Most of the respondents believe that the participation of employees in the environmental monitoring process in these surveyed banks is not at the required level or may be weak, and is often limited to senior management and the strategic vigilance cell, if any.

Overall, the environmental vigilance variable scored a high level of importance, with arithmetic mean of (3.85), which indicates that the banks served have high level of environmental Vigilance.

4.4.1.2. Technological vigilance

Eleven indicators measured the Technological Vigilance; table (4-6) shows the “Mean value” and “Standard Deviation” for the respondents’ answers towards this variable.

Table (4-6) Means and Standard Deviation for Technological Vigilance Variable

No of item	Indicators	Mean	Std. deviation	Rank	Level
6	The bank’s management continuously improves the quality of its services	4.39	.576	1	High
8	The bank’s management seeks to have the latest technological developments in its field.	4.11	1.079	2	High
3	The bank’s management uses modern equipment, devices and software with high technical specifications	4.10	1.047	3	High
7	The bank’s management designs its services in line with technological development	4.05	.980	4	High
5	The bank’s management is keen to train workers on modern technologies	3.98	1.042	5	High

10	The bank's management is activating information systems and investing in modern technology.	3.98	1.021	5	High
2	The Bank's management monitors all what is new in the area of providing banking service	3.97	1.204	6	High
11	The bank's management is seeking to speed up customer transactions	3.97	1.372	6	High
9	The bank's management is interested in owning the largest possible number of patents.	3.91	1.100	7	High
4	The bank's equipment and devices maintenance team has outstanding technical competence	3.74	1.220	8	High
1	The bank's management monitors the technological innovation in the field of its services operations on an ongoing basis.	3.65	.886	9	Medium
	Technological Vigilance variable	3.99			High

The data presented in Table (4-6) show that ten out of eleven indicators of technological vigilance variable scored high levels of importance with arithmetic means ranging between (4.39 - 3.74) and standard deviations ranging between (0.576-1.220). Indicator number one (The bank's management monitors the technological innovation in the field of its services operations on an ongoing basis) was the only indicator to score a medium level of importance with an arithmetic mean of (3.65) and standard deviation of (0.886).

The first four ranks were occupied by indicators "The bank's management continuously improves the quality of its services", "The bank's management seeks to have the latest technological developments in its field", "The bank's management uses modern equipment, devices and software with high technical specifications", and "The bank's management designs its services in line with technological development", the arithmetic means of these four indicators were: (4.39),(4.11), (4.10) and (4.05), respectively.

The indicators "The bank's management is keen to train workers on modern technologies" and "The bank's management is activating information systems and investing in modern technology" came in fifth place, with a mean of (3.98) for each. While the two indicators: "The Bank's management monitors all what is new in the area of providing banking service" and "The bank's

management is seeking to speed up customer transactions” came in the sixth place, with a mean of (3.97) for each of them.

The indicator “The bank's management is interested in owning the largest possible number of patents.” ranked seventh, with a mean of (3.91). While in the eighth place, the indicator “The bank’s equipment and devices maintenance team has outstanding technical competence” came with a mean of (3.74).

Overall, the technological vigilance variable scored very high level of importance, with arithmetic mean of (3.99). This indicates the awareness of the surveyed banks’ management of the importance of technological vigilance.

4.4.1.3. Competitive vigilance:

Ten indicators measured the Competitive vigilance; table (4-7) shows the “Mean value” and “Standard Deviation” for the respondent’s answers towards this variable.

Table (4-7) Means and Standard Deviation for Competitive Vigilance Variable

No of item	Indicators	Mean	Std. deviation	Rank	Level
9	The Bank's management uses competitive strategies (less cost, differentiation, higher quality, speed in completing transactions) depending on the situation.	4.167	1.031	1	high
6	The bank’s management monitors the growth of the banking sector in which it operates	3.967	1.085	2	high
2	The bank’s management has the ability to maintain a state of alert on the movements of its competitors	3.914	1.179	3	high
7	The bank’s management keeps pace with the fields of research and development of competitors	3.846	1.054	4	high
3	The bank’s management adopts benchmarking reference to evaluate services provided by the bank	3.821	1.062	5	high
10	The bank studies the strengths and weaknesses of competitors to achieve opportunities and excellence	3.792	1.163	6	high
1	The bank's management monitors the movements of other banks cautiously and works to be proactive in offering banking services	3.692	1.255	7	high

5	The bank's management monitors the decisions taken by the competitors	3.653	1.351	8	medium
4	The bank collects realistic and periodical information about competitors' movements	3.650	1.346	9	medium
8	There is a competitive intelligence at the bank to know the attitudes of the public and competitors.	3.650	.979	9	medium
	Competitive Vigilance Variable	3.82			high

Data presented in table (4-7) above show that seven out of the Ten indicators measuring the competitive variable, which is (9,6,2,7,3,10, and 1) scored high level of importance with arithmetic means ranging between (4.167-3.692), and standard deviations ranging between (1.031-1.255). While the other three indicators scored medium level of importance with arithmetic means ranging between (3.653-3.650), and standard deviations ranging between (0.979-1.351).

The indicator “The Bank's management uses competitive strategies (less cost, differentiation, higher quality, speed in completing transactions) depending on the situation” scored the highest level of importance with an arithmetic mean (4.167), while two indicators “The bank collects realistic and periodical information about competitors' movements “and “There is a competitive intelligence at the bank to know the attitudes of the public and competitors”, scored the least level of importance with an arithmetic mean of (3.650) each.

Overall, the competitive vigilance variable scored a high level of importance, with arithmetic mean of (3.82) which indicates that the banks surveyed have a high level of competitive vigilance, and that their management highly concerned with the use of competitive strategies such as less cost, differentiation, higher quality, and speed in completing transactions since these strategies have a distinctive role in achieving competitive advantage.

4.4.1.4. Marketing vigilance:

Six indicators measured the marketing vigilance; table (4-8) shows the “Mean value” and “Standard Deviation” for the respondent’s answers towards this variable.

Table (4-8) Means and Standard Deviation for Marketing Vigilance Variable

No of item	Indicators	Mean	Std. deviation	Rank	Level
5	The bank's management employs technology to receive customer complaints	4.21	.901	1	High
6	The bank's management employs the Internet with its customers	4.08	.971	2	High
4	The bank's management designs its services according to the expectations of the customers	3.95	1.000	3	High
1	The bank's management keeps pace with developments in the requirements and tastes of customers	3.78	1.028	4	High
2	The bank's management studies its marketing relations with suppliers	3.73	1.050	5	High
3	The bank's relationship with its suppliers is characterized by a lasting interest and partnership	3.66	1.325	6	medium
	Marketing Vigilance Variable	3.90			High

From table (4-8), all indicators of marketing vigilance variable scored high level of importance, except for the third indicator " The bank's relationship with its suppliers is characterized by a lasting interest and partnership", which scored a medium level of importance and it ranked last, with arithmetic mean of (3.66), and a standard deviation of (1.325). While the arithmetic means of the rest of the indicators ranged between (4.21 - 3.73), and their standard deviations ranged between (0.901-1.050).

The four indicators (1,4,5, and 6), which scored the highest arithmetic means and have the highest level of importance, are related to customers. Their means ranged between (4.21 - 3.78), and their standard deviation ranged between (0.901-1.028). While the least important indicators were related to suppliers. Overall, the marketing vigilance variable scored very high level of importance, with arithmetic mean of (3.90).

The above results indicate that the surveyed banks have a high level of marketing vigilance, with arithmetic mean of (3.90), and that their management cares more about customer relationships than supplier relationships.

In any case, it is appropriate to make a comparison between the dimensions of the strategic vigilance variable, as it is presented in the following table (4-9):

Table (4-9) shows a comparison between the arithmetic mean and level of importance for Strategic Vigilance dimensions

Variables	Mean	Importance	Level
Environmental Vigilance	3.85	3	High
Technological Vigilance	3.99	1	High
Competitive Vigilance	3.82	4	High
Marketing Vigilance	3.90	2	High
Strategic Vigilance (total dimensions)	3.89		High

The Technological Vigilance variable has the highest mean value (3.99), and this reflects the importance of the variable. On the other hand, the lowest variable with the lowest mean value (3.82) is the Competitive Vigilance, but even though still within a high level classification. The Strategic Vigilance variable as a whole scored high level value with a mean value (3.89).

4.4.2. Competitive advantage (dependant variable):

The following presentation explains the level of importance for each indicator for competitive advantage variable, and for the variable as a whole.

Thirteen indicators measured the competitive advantage variable; table (4-10) shows the “Mean value” and “Standard Deviation” for the respondents’ answers towards this variable.

Table (4-10) Means and Standard Deviation for competitive advantage Variable

No of item	Indicators	Mean	Std. deviation	Rank	Level
3	bank is working to bring in more customers	4.282	.754	1	high
12	The bank’s employees carry out their work in innovative and sophisticated ways.	4.060	.915	2	high
13	The bank deepens its relationship with customers to limit entry of new competitors	3.839	1.132	3	high
1	The bank’s management works to hinder the entry of new competitors by focusing on quality services.	3.700	.936	4	high
2	The bank’s management seeks to reach new markets that are difficult to reach for competitors	3.685	1.078	5	high

7	The bank seeks to uncover the creative potential of its employees	3.653	1.332	6	medium
4	The bank is working on providing services with new advantages over competitors	3.646	1.206	7	medium
6	The bank is characterized by speed in responding to customers' requests	3.632	1.165	8	medium
9	The bank's management gives psychological incentives to the creative employee	3.610	1.344	9	medium
11	The bank's management gives opportunities for workers to freely express their ideas	3.592	1.272	10	medium
10	The bank's management provides the necessary resources for implementing creative ideas	3.492	1.163	11	medium
5	The bank works to reduce costs for services and operations	3.439	.700	12	medium
8	The bank's management gives financial rewards to the creative employee	3.378	1.419	13	medium
	competitive advantage Variable	3.69			High

Data presented in Table (4-10) show that five indicators of competitive advantage variable scored high level of importance, while the other eight indicators scored medium level of importance. The five indicators are: "The bank is working to bring in more customers" ranked first with arithmetic mean of (4.282), "The bank's employees carry out their work in innovative and sophisticated ways." ranked second with arithmetic mean of (4.060), "The bank deepens its relationship with customers to limit entry of new competitors" ranked third with arithmetic mean of (3.839), "The bank's management works to hinder the entry of new competitors by focusing on quality services" ranked fourth with arithmetic mean of (3.700), and the indicator "The bank's management seeks to reach new markets that are difficult to reach for competitors" ranked fifth with arithmetic mean of (3.685).

Overall, the competitive advantage variable scored a high level of importance, with arithmetic mean of (3.69).

Accordingly, the Jordanian banking sector exercise strategic vigilance, and depend on its four dimensions, which are technological vigilance with mean of (3.99), Marketing vigilance with mean of (3.90), Environmental vigilance with mean of (3.85), and Competitive vigilance with mean of (3.82). However, the level of competitive advantage scored the least mean by (3.69).

4.5. Correlation between strategic vigilance dimensions and competitive advantage:

Pearson's correlation has been utilized to calculate the bivariate correlation matrix. The variance inflation factors and tolerance effect were calculated by multiple regression procedures with collinearity diagnostic options.

Table (4-11) below shows the correlation between strategic vigilance dimensions and competitive advantage.

Table (4-11) Correlation between strategic vigilance dimensions and competitive advantage (Pearson correlation)

	Variables	comt_adv	tec_veg	mark_vig	comt_vig	envir_vig	total_vig
Pearson Correlation	comt_adv	1.000	.782	.741	.785	.808	.816
	tec_veg	.782	1.000	.905	.943	.819	.960
	mark_vig	.741	.905	1.000	.918	.834	.945
	comt_vig	.785	.943	.918	1.000	.912	.988
	envir_vig	.808	.819	.834	.912	1.000	.934
	total_vig	.816	.960	.945	.988	.934	1.000

Correlation is significant at the 0.000 level (2- tailed)

Table (4-11) shows that The highest correlation between competitive vigilance and technological vigilance is (0.943). While the lowest correlation between environmental vigilance and technological Vigilance is (0.819). While correlation's values for other dimensions lie in between.

At the meantime, the highest correlation between competitive advantage and environmental vigilance is (0.808). The lowest correlation between competitive advantage and marketing vigilance is (0.741). While correlation's values for other dimensions lie in between. The correlation's value between competitive advantage and strategic vigilance as a whole is (.816). These values, therefore, indicate high correlation between independent variable (strategic vigilance) and dependent variable (competitive advantage).

4.6.Hypotheses Testing:

Based on the study problems and the literature review, three main hypotheses were being tested in this study. These hypotheses are:

H01: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) of strategic vigilance in terms of its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) on competitive advantage at the surveyed banks in Jordan.

Ho2: There are no statistically significant differences at significant level ($\alpha \leq 0.05$) in the study sample's assessment of the strategic vigilance dimensions in the Jordanian banking sector due to their personal characteristics (gender, age, the level of educational, work experience, and job position).

Ho3: There are no statistically significant differences at significant level ($\alpha \leq 0.05$) in the study sample's assessment of the competitive advantage in the Jordanian banking sector due to their personal characteristics (gender, age, the level of educational, work experience, and job position).

The researcher used the Statistical Package for Social Sciences (SPSS) to test the hypotheses. Many statistical criteria were analyzed as stepwise and multiple regression, F – test for estimated equations significance, t-test for effect significance of independent variable (ID) on the dependent variable (DV), and coefficient of determination (R²) to know how the (ID) explains the variation in (DV).

4.6.1. The first hypothesis:

H01: There is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) of strategic vigilance in terms of its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, and Marketing Vigilance) on competitive advantage at the surveyed banks in Jordan.

Simple regression and stepwise multiple linear regression were used to test the first main hypothesis at the significance level ($\alpha \leq 0.05$).

Simple regression: It was used to illustrate the impact of each dimensions of the strategic vigilance on competitive advantage as shown in table (4-12).

Table (4-12) Simple regression illustrates the effect of the dimensions of strategic vigilance on competitive advantage

Dependent variable	Model summary		ANOVA			Independent variable	Coefficient		
	R	R ²	Sig.	Df	F	Strategic Vigilance Dimentions	B	t	Sig.
Competitive Advantage	.808 ^a	.653	.000	1	522.915	Environmental vigilance	.767	22.867	.000
	.782 ^a	.612	.000 ^b	1	437.672	Technological vigilance	.826	20.921	.000
	.785 ^a	.616	.000 ^b	1	445.999	Competitive vigilance	.725	21.119	.000
	.741 ^a	.549	.000 ^b	1	337.878	Marketing vigilance	.742	18.381	.000

Simple regression results in table (4-12) shows that there is a significant effect between the environmental vigilance variable and competitive advantage at the level of significance (0.00), *R*² value (.653), *F* value (522.915), *B* value (.767), and *t* value (22.867). The environmental vigilance variable was the most influential dimension on competitive advantage, since it explains (65.3%) of the variance in competitive advantage, with an *F* value of (522.915). It is also found that there is a significant effect between the competitive vigilance variable and competitive advantage at the level of significance (0.00), *R*² value (.616), *F* value (445.999), *B* value (.725), and *t* value (21.119). Its influence on competitive advantage ranked second since it explains (61.6%) of the variance in competitive advantage, with an *F* value of (445.999). The results also show that there is a significant effect between the technological vigilance and competitive advantage at the level of significance (0.00), *R*² value (.612), *F* value (437.672), *B* value (.826), and *t* value (20.921). The influence of this variable on competitive advantage explains (61.2%) of the variance in competitive advantage, with an *F* value of (437.672), and ranked third. In addition, it is found that there is a significant effect between the marketing vigilance and competitive advantage at the level of significance (0.00), *R*² value (.549), *F* value (337.878), *B* value (.742), and *t* value (18.381).

The influence of this variable on competitive advantage was the least, since it explains (54.9%) of the variance in competitive advantage, with an F value of (337.878).

Stepwise multiple linear regression: It was used to test the first main hypothesis at the significance level ($\alpha \leq 0.05$), Table (4-13) shows the results.

Table (4-13) Stepwise multiple regression test to identify the predict of strategic vigilance dimensions on competitive advantage

model	The dimensions of strategic vigilance	Coefficient ^a			Model summary		ANOVA ^a		
		B	T	Sig.	R	R2	Sum of Squares	F	Sig.
first	Environmental Vigilance	.767	22.867	.000	.808	.653	151.464	522.915	.000 ^b
second	Environmental Vigilance	.483	8.826	.000	.835	.697	161.654	318.323	.000 ^c
	Technological Vigilance	.386	6.335	.000					
third	Environmental Vigilance	.665	8.444	.000	.841	.707	164.119	222.474	.000 ^d
	Technological Vigilance	.671	6.201	.000					
	Competitive Vigilance	-.418	-3.167	.002					
	Marketing Vigilance	-.020	-.230	.818					

a. Dependent Variable: comt_adv.

b. Predictors: (Constant), envir_vig.

c. Predictors: (Constant), envir_vig, tec_veg.

d. Predictors: (Constant), envir_vig, tec_veg, comt_vig

The stepwise regression classified the independent variables into three groups; the first one includes the Environmental Vigilance, which has a contribution to the dependent variable (Competitive Advantage) estimated by (65.3 %).

The second group contains the Environmental Vigilance and Technology vigilance. which has a contribution to the dependent variable (Competitive Advantage) estimated by (69.7 %).

The last group is comprising of three variables, Environmental Vigilance, Technology vigilance and Competitive vigilance, which have a contribution to the dependent variable estimated by (70.7 %).

The stepwise excluded one variable: Marketing Vigilance because it does not have a significant impact on the dependent variable (Competitive Advantage) with an R² value (54.9 %) and significance level (.818) which is more than (0.05).

Results in Table (4-13) shows a significant positive relationship between the study dependent variable (Competitive Advantage) and the set of the independent variables (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, Marketing Vigilance), because F significant was (0.000) which is less than (0.05), and a calculated F value of (222.474).

Therefore, we refused the null hypothesis and accepted the alternative hypothesis, which states that:

There is a statistically significant impact at the significance level ($\alpha \leq 0.05$) for strategic vigilance in terms of its dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, Marketing Vigilance) on (Competitive Advantage) at the Jordanian banking sector. The relationship between the dependent and independent variables is strong and positive. It is more than (0.5) (Cohen, 1988), $R = .841$. Also, the $R^2 = .707$, which means that the independent variables contribution to the dependent variable in a percentage of (70.7%).

4.6.2. The Second Hypothesis:

Ho2: There is no statistically significant differences at significant level ($\alpha \leq 0.05$) in the study sample's assessment of the strategic vigilance dimensions in the Jordanian banking sector due to their personal characteristics (gender, age, the level of educational, work experience, and job position).

To verify the validity of this hypothesis, the (Independent Samples T-Test, ANOVA test, and MANOVA) tests were applied.

1. Gender variable:

Table (4-14) Gender with strategic vigilance dimensions

(Independent Samples T-Test)

Variable	Gender	Mean	Sum of squares within groups	F	Sig.
Environment. Vig.	Male	3.9290	1.617	1.758	.186
	Female	3.7770			
Tech.vig.	Male	3.9091	2.000	2.701	.101
	Female	4.0782			
Competitive vig.	Male	3.7944	.134	.137	.711
	Female	3.8382			
Marketing vig.	Male	3.7627	6.183	7.641	.006
	Female	4.0600			

Results in table (4-14) show that there are statistically significant differences at the level (0.006) between the gender variable and the marketing vigilance, and it is in favor of the female since the arithmetic mean of female responses was (4.0600) comparing to (3.7627) of the males. As for the rest of strategic vigilance dimensions, there were no significant differences at the level (0.05) with gender variable.

2. Age variable:

Table (4-15) Age with strategic vigilance dimensions (ANOVA test)

Variable	Age	Mean	Sum of squares within groups	F	Sig.
Environment. Vig.	18 to less than 30 years old	4.270	234.75	8.834	0.000
	30 to less than 40 years old	3.578			
	40 to less than 50 years old	3.861			
	50 years old & over	4.256			
Tech.vig.	18 to less than 30 years old	4.041	187.98	9.751	0.000
	30 to less than 40 years old	3.699			
	40 to less than 50 years old	4.240			
	50 years old & over	4.348			
Competitive vig.	18 to less than 30 years old	3.997	252.42	7.102	0.000
	30 to less than 40 years old	3.519			
	40 to less than 50 years old	3.993			
	50 years old & over	4.186			
Marketing vig.	18 to less than 30 years old	4.083	219.43	4.907	0.002
	30 to less than 40 years old	3.687			
	40 to less than 50 years old	3.989			
	50 years old & over	4.240			

Results in table (4-15) show differences between the age variable and the strategic vigilance dimensions. Results show the following:

- There are statistically significant differences at the level (0.000) between the Age variable and the technological vigilance, and it is in favor of the older group age (50 years old &over) with an arithmetic mean of (4.348).
- There are statistically significant differences at the level (0.002) between the Age variable and the Marketing vigilance, and it is in favor of the older group age (50 years old &over) with an arithmetic mean of (4.240).
- There are statistically significant differences at the level (0.000) between the Age variable and the Competitive vigilance, and it is in favor of the older group age (50 years old &over) with an arithmetic mean of (4.186).
- There are statistically significant differences at the level (0.000) between the Age variable and the Environment vigilance, and it is in favor of the younger group age (18 to less than 30 years old) with an arithmetic mean of (4.270).

The older group age of managers seems more concerned about technological, marketing, and competitive vigilances than the managers in the other groups, while the managers in the first group are more concerned with environmental vigilance variable than the rest of the variables.

3. Education variable:

Table (4-16) Education with strategic vigilance dimensions (ANOVA test)

Variable	education	Mean	Sum of squares within groups	F	Sig.
Environment. Vig.	Bachelor degree	3.776	246.474	6.083	0.003
	Master degree	4.140			
	Doctorate degree	3.855			
Tech.vig.	Bachelor degree	3.880	200.543	5.084	0.007
	Master degree	4.243			
	Doctorate degree	4.090			
Competitive vig.	Bachelor degree	3.728	262.533	4.947	0.008
	Master degree	4.097			
	Doctorate degree	3.466			
Marketing vig.	Bachelor degree	3.767	215.074	10.347	0.000
	Master degree	4.249			
	Doctorate degree	3.666			

Results in table (4-16) show differences between the Education variable and all the dimensions of strategic vigilance. Results indicate that there are statistically significant differences at the level

(0.008 or less) between the Education variable and the technological, marketing, competitive, and environment vigilances, and it is in favor of the managers with master degree, with arithmetic means of (4.243, 4.249, 4.097, and 4.140) respectively.

4. Experience variable

Table (4-17) Experience with strategic vigilance dimensions (ANOVA test)

Variable	Experience	Mean	Sum of squares within groups	F	Sig.
Environment. Vig.	5 to less than 10 years	4.211	227.895	11.870	.000
	10 to less than 15 years	3.741			
	15 to less than 20 years	3.389			
	20 years & over	4.270			
Tech.vig.	5 to less than 10 years	4.178	187.516	10.003	.000
	10 to less than 15 years	3.922			
	15 to less than 20 years	3.590			
	20 years & over	4.406			
Competitive vig.	5 to less than 10 years	4.039	237.244	13.443	.000
	10 to less than 15 years	3.779			
	15 to less than 20 years	3.236			
	20 years & over	4.315			
Marketing vig.	5 to less than 10 years	4.210	208.288	10.094	.000
	10 to less than 15 years	3.889			
	15 to less than 20 years	3.421			
	20 years & over	4.186			

Results in table (4-17) show differences between the Experience variable and all the dimension of strategic vigilance. Results indicate that there are statistically significant differences at the level (0.000) between the Experience variable and the technological, competitive, and environment vigilances, and it is in favor of the experience group (20 years & over), with arithmetic means of (4.406, 4.315, 4.270) respectively. As for the differences between the experience variable and the marketing vigilance, it was at significant level (0.000), and in favor of the experience group (5 to less than 10 years), with an arithmetic mean of (4.210).

5. Job position variable:

Table (4-18) Job Position with strategic vigilance dimensions (ANOVA test)

Variable	Job position	Mean	Sum of squares within groups	F	Sig.
Environment. Vig.	Section head	3.907	231.056	7.808	.000
	Dept. Assist. branch manager	3.725			

	Branch manager	3.335			
	Dept. manager	4.419			
	Senior management	3.855			
Tech.vig.	Section head	3.919	171.577	14.556	.000
	Dept. Assist. branch manager	4.231			
	Branch manager	3.363			
	Dept. manager	4.484			
	Senior management	4.710			
Competitive vig.	Section head	3.817	227.332	13.482	.000
	Dept. Assist. branch manager	3.969			
	Branch manager	3.043			
	Dept. manager	4.436			
	Senior management	4.245			
Marketing vig.	Section head	3.986	178.698	20.177	.000
	Dept. Assist. branch manager	3.946			
	Branch manager	3.039			
	Dept. manager	4.398			
	Senior management	4.772			

Results in table (4-18) show differences between the Job position variable and all the dimension of strategic vigilance. Results indicate that there are statistically significant differences at the level (0.000) between the Job position variable and the technological and marketing vigilances, and it is in favor of the Senior management group, with arithmetic means of (4.710 and 4.772) respectively. As for the differences between the Job position variable and the competitive and environment vigilances, it was at significant level (0.000), and in favor of the Dept. manager group, with an arithmetic mean of (4.436 and 4.419) respectively.

The aforementioned results showed statistically significant differences at significant level ($\alpha \leq 0.05$) in the study sample's assessment of the strategic vigilance dimensions in the Jordanian banking sector due to their personal characteristics.

4.6.3. The Third Hypothesis:

Ho3: There are no statistically significant differences at significant level ($\alpha \leq 0.05$) in the study sample's assessment of the competitive advantage in the Jordanian banking sector due to their personal characteristics (gender, age, the level of educational, work experience, and job position).

To test the validity of this hypothesis, the (Independent Samples T-Test, ANOVA, and MANOVA) tests were applied to measure the differences between the study sample's assessment of the competitive advantage in the Jordanian banking sector due to their personal characteristics.

1. Gender variable

Table (4-19) Gender with competitive advantage (Independent Samples T-Test)

Variable	Gender	Mean	Sum of squares within groups	F	Sig.
Competitive advantage	Male	3.768	.001	.002	.967
	Female	3.772			

Results in table (4-19) show that there are no statistically significant differences at the level (0.967) between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their gender variable.

2. Age variable

Table (4-20) Age with competitive advantage (ANOVA test)

Variable	Age	Mean	Sum of squares within groups	F	Sig.
Competitive Advantage	18 to less than 30 years old	3.638	221.123	4.520	.004
	30 to less than 40 years old	3.610			
	40 to less than 50 years old	4.065			
	50 years old & over	3.77			

Results in table (4-20) show statistically significant differences at the level (0.004) between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their age variable, and it is in favor of the group age (40 to less than 50 years old) with an arithmetic mean of (4.065).

3. Education variable

Table (4-21) Education with competitive advantage (ANOVA test)

Variable	Education	Mean	Sum of squares within groups	F	Sig.
Competitive Advantage	Bachelor degree	3.687	227.987	2.431	0.090
	Master degree	3.9241			
	Doctorate degree	4.015			

Results shown in table (4-21) indicate that there are no statistically significant differences at the level (0.090) between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their education variable.

4. Experience variable

Table (4-22) Experience with competitive advantage (ANOVA test)

Variable	Experience	Mean	Sum of squares within groups	F	Sig.
Competitive Advantage	5 to less than 10 years	3.815	206.112	11.550	.000
	10 to less than 15 years	3.550			
	15 to less than 20 years	3.639			
	20 years & over	4.381			

Results in table (4-22) show statistically significant differences at the level (0.000) between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their experience variable, and it is in favor of the group (20 years & over) with an arithmetic mean of (4.381).

5. Job position variable

Table (4-23) Job Position with competitive advantage (ANOVA test)

Variable	Job position	Mean	Sum of squares within groups	F	Sig.
Competitive Advantage	Section head	3.587	198.286	11.685	.000
	Dept. Assist. branch manager	3.596			
	Branch manager	3.724			
	Dept. manager	4.489			
	Senior management	4.671			

Results in table (4-23) below show statistically significant differences at the level (0.000) between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their job position variable, and it is in favor of the senior management group with an arithmetic mean of (4.671).

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1. Introduction

Chapter four provided an analysis of the data collected in this study while in this chapter, the conclusion will be drawn from the empirical data and the results of testing the study hypotheses in order to match or mismatch with previous studies. The conclusion and recommendations will be illustrated in the final section of this chapter which shows the researcher's suggestion in order to develop and improve the impact of strategic vigilance on competitive advantage.

5.2. Discussion of Findings

This section deals with the following: The reality of strategic vigilance in the surveyed Jordanian banks, methods of collecting information in the surveyed banks, the nature of information collected, the importance of the dimensions of strategic vigilance variable, and correlations between variables and testing hypotheses.

5.2.1. Demographic characteristics of the respondents

5.2.1.1. Gender:

Data showed that the size of the male's respondents was slightly higher than the size of female respondents, which is consistent with the actual size of genders' employment in these banks. This may be due to the banks' preference for hiring males over females because of the many vacation periods taken by females, which may lead to confusion in the work of banks.

5.2.1.2. Age:

Data also shows that the percentage of respondents whose ages range between (18 to less than 30 years old) amounted to (15.7%), and the percentage of respondents whose ages range between (30- to less than 40 years) amounted to (42.9%). The total percentage of these two groups amounts to (58.6%), or almost about two thirds of the total percentage of respondents. This indicates that the majority of managers at the surveyed banks are of young age. While (28.7%) of the managers are of middle age, or whose ages range between (40 to less than 50

years old). The lower percentage was for the older managers whose ages range between (50 years old & over) and amounted to (12.7%). These percentages reflect the reality of the size of the age groups of employees in these banks, which indicates that the surveyed banks tend to hire young employees. This may be due to several reasons, including that the salaries of young people are usually low due to their lack of experience in the field of work, as well as the cost of their medical expenses, in addition to the fact that young employees are able to spend effort and time at work than older employees.

5.2.1.3. Educational qualification:

With regard to educational qualification, data shows that about two thirds of the respondents or (67.1%) hold a bachelor's degree, while the percentage of the master degree holders amounted to (27.5%). The lowest percentage of (5.4%) was for the respondents holding a doctorate degree. This indicates that the majority of managers at the surveyed banks hold a bachelor's degree, this perhaps due to the preference of these banks to employ bachelor's degree holders, because the salaries and allowances granted to holders of this degree are less than those granted to holders of higher degrees.

5.2.1.4. Years of experience:

Data shows that the percentage of respondents whose years of experience range between "10 to less than 15 years" comprised the highest percentage (42.5%), and that the percentage of respondents whose years of experience range between (15 to less than 20 years) amounted (20.4%). The total percentage of these two groups amounts to (62.9%), or about two thirds of the total percentage of respondents, which means that the majority of managers at the surveyed banks have good years of experience ranging between (10 to less than 20 years). The percentage of respondents whose years of experience (5 to less than 10 years) amounted to (18.9%), While the lowest percentage (18.2%) belonged to managers with years of experience of "20 years & over". These results indicate that all managers at the surveyed banks have at least five years of experience and or more. In addition, these results were consistent with the size of the age groups of the managers.

5.2.1.5. Job title:

The highest job title category is the “section head”, which represents the total sample of (47.9%). While the lowest job title category is the “senior management”, which represents the total sample of (3.9%). The percentage of respondents belong to “department manager” category amounted to (12.9%), followed by the “branch manager” and “assistant branch manager” categories which amounted to (16.4%), (18.9%) respectively. These percentages were consistent with the reality of the size of the lower and upper managements in the surveyed banks, where the number of management positions decreases with the higher level of management.

Results of demographic characteristics of the sample show that all of the respondents had worked for the banks for five years and more, and were experienced, skilled, exposed in regard to the operations of the bank, and have academic qualification of bachelor’s degree or higher, implying that they were knowledgeable, able to give accurate information regarding the operations of the bank, and also able to understand the questioniers of the research.

5.2.2. Methods of information collection:

Data shows that the surveyed banks adopted multiple means of information collection such as Internet websites, mass media, economic and financial news, government bulletins and reports and on analyzing customer complaints received, investigations related to customers' conditions and on information received from bank employees, resorting to consulting firms, market research reports, survey summaries, industry analyst reports, annual/quarterly companies' reports and promotional materials, participation in conferences, seminars and exhibitions, personal relations, research reports, and public opinion surveys. The use of these methods ranged between (62.1%) for public opinion surveys to (100.0%) for Internet websites. This result is in agreement with the results of (Ismail, 2010) in refrence to his study regarding banking e-marketing and the competitive advantages of Jordanian banks, which showed that the majority of Jordanian banks rely on their own websites to introduce themselves and their affiliated branches, in addition to introducing customers to their modest traditional and electronic services. These results indicate that the most common data collection methods used

by the surveyed banks were the least financially costly, while the least used methods were the most financially costly. This may have negative repercussions on the management's ability to formulate its strategic policies to achieve an efficient competitive advantage that is able to push the bank forward.

5.2.3. The nature of information collected:

As for the nature of information collected, data shows that the information related to technology was the highest among the rest of the types of information with a percentage of (93.2%), followed by information related to customers with a rate of (87.9%). Information related to competitors accounted for (83.9%), and that related to suppliers constituted (74.3%), while information related to the environment was the least among the gathered information and only accounted for (65.4%). These results clearly indicate that the surveyed banks are more concerned with information about technology, customers and competitors than suppliers and environment. Failure to give proper attention to collecting information on suppliers and the environment may contribute to making a distorted strategic decision, and may negatively affect the competitiveness of the bank.

5.2.4. The importance of the dimensions of strategic vigilance variable:

Generally speaking, results show high levels for strategic vigilance dimensions and competitive advantage. the technological vigilance dimension scored the highest level of importance, with arithmetic mean of 3.99, this came consistent with the nature of information collected by the surveyed banks, as technology-related information was the most important to the banks' management, which reflects the reality of technological vigilance in the Jordanian banking sector, from the point of view of the study sample, and explains the presence of a good degree of practice by the employees of the Jordanian banking sector, and their keenness to the method of work should be technical par excellence. However, the bank's monitoring of technological innovation in the field of its services, from the point of view of the respondents, was moderate. This indicates the awareness of the surveyed banks' management of the importance of technological vigilance. Most respondents believe that the surveyed banks'

management uses modern equipment, devices and software with high technical specifications, and designs its services in line with technological development.

The marketing vigilance dimension ranked second, in terms of importance, with arithmetic mean of (3.90), which indicate that the surveyed banks have a high level of marketing vigilance, and that their management cares more about customer relationships than supplier relationships.

Environmental vigilance dimension ranked thirdly, scoring a high level of importance, with arithmetic mean of (3.85), which indicates that the surveyed banks have high level of environmental Vigilance. Most respondents believe that the surveyed banks are keen to continuously monitor legislations and regulations related to banking and monetary activities, and to follow these legislations and regulations, while at the same time they believe that the participation of employees in the environmental monitoring process is not at the required level or may be weak, and is often limited to senior management and the strategic vigilance cell, if present; a result that is in agreement with the findings of (Burahly & bin Lahrash,2014), which revealed that the banking sector in Algeria relies mostly on managers to collect, analyze and study information. In most banks, carrying out this job is considered diligence by managers. Besides, some banks have different committees with this task in the directorate or the main branch of the bank, and they do not attach much importance.

The Competitive vigilance dimension ranked in the fourth and last place, but still scored a high level of importance, with arithmetic mean of (3.82), which indicates that the surveyed banks have a high level of competitive vigilance, and that their management highly concerned with the use of competitive strategies such as less cost, differentiation, higher quality, and speed in completing transactions since these strategies have a distinctive role in achieving competitive advantage.

All dimensions of strategic vigilance, hence, scored high level of importance, with arithmetic means ranging between (3.99 - 3.82), but the technological and the marketing dimensions scored the highest levels of importance, respectively. This indicates the respondents'

awareness of the importance of strategic vigilance dimensions in building competitive advantage, and consequently for the survival of their banks and maintaining a good share of the market, and that the Jordanian banking sector exercise high level of strategic vigilance dimensions capable of achieving good level of competitive advantage.

It can be concluded that technological vigilance is the most important dimension associated with detection, preparedness, prevention of warning signs, containment or minimization of risks, recovery and learning, a communication tool that has made the world a small village. The marketing vigilance, which is mostly concerned with customers, usually related to identifying customers' needs and responding to them, which leads to the development of the banking institution in line with the requirements of customers who constitute the essential element for the continuity of the banking sector. Through marketing vigilance, the business organization is able to identify strengths and weaknesses in dealing with the market in order to improve performance and maintain competitive advantages (Najm, 2018). According to environmental vigilance, it is a comprehensive vigilance that monitor economic, social, cultural, political, legislative, legal, and geopolitical developments which affect, in one way or another, on the organization's activities. In addition, it is concerned with collecting information about the culture of the community, the behavior of its member, and what is and are the dos and don'ts within the community environment (Goujil, 2012; yolk, 2017). While the competitive vigilance, which is mostly concerned with monitoring of information about direct and indirect competitors, current and potential, is related to the control of their strategies, price policies, new products and services, financial results, operational policies, businesses, new contracts, partnerships and alliances, and the emergence of new competitors. Competitive vigilance, thus, enables business organizations to develop more effective business strategies and identify the most threatening competitors (Verna, G., 1993).

As for competitive advantage variable, it also scored a high level of importance, with arithmetic mean of (3.69), but a number of its indicators scored medium level of importance. For example, the banks' senior management was not giving the attention needed in seeking to uncover the creative potential of its employees, nor provides the necessary resources for implementing creative ideas, and did not give suitable opportunities for workers to freely

express their ideas. In addition, the bank's management was stingy in providing psychological incentives and financial rewards to creative employees. More so, the speed in responding to customers' requests, and services provided with new advantages over competitors by the surveyed banks was not adequate enough. Perhaps, Societal culture may have a role in this, as arab societies still suffer somewhat from the lack of high ceilings of freedom to express opinion, and that revealing creative employees may pose a danger to some administrative leaders, especially those who are incompetent, and that material incentives may be seen by the administrations, a financial burden on banks.

5.2.5. Correlations between strategic vigilance dimensions and competitive advantage.

The results of Pearson's correlation test regarding strategic vigilance dimensions revealed that the highest correlation was between competitive vigilance and technological vigilance, while the lowest correlation was between environmental vigilance and technological Vigilance. As for correlation between strategic vigilance dimensions and competitive advantage, the results of Pearson's correlation test revealed that the highest correlation was between competitive advantage and environmental vigilance (.808), while the lowest correlation was between competitive advantage and marketing vigilance (.741). The overall correlation coefficient between strategic vigilance and competitive advantage reached (.816), which is a very strong and positive value. This result explains that the management of the banks that practices the dimensions of strategic vigilance to promote competitive advantage well will inevitably lead to their competitive advantage. This result was consistent with the results of Al-Adaileh (2004) study, which reported a correlation between the dimensions of strategic options, competitive forces, and competitive advantage.

5.2.6. Testing hypotheses

5.2.6.1. Hypothesis one (relationship between the independent variable (strategic vigilance) and dependent variable (competitive advantage):

Results related to the relationship between strategic vigilance and competitive advantage show significant impact for strategic vigilance dimensions (Environmental Vigilance,

Technological Vigilance, Competitive Vigilance, Marketing Vigilance) on competitive advantage, the variables contributions on competitive advantage about (70.7%). The environmental vigilance variable was the most influential dimension on competitive advantage, it explains (65.3%) of the variance in competitive advantage. The competitive vigilance variable's influence on competitive advantage ranked second explaining (61.6%) of the variance in competitive advantage, this result is in agreement with that of Amiri (2017) regarding the case of Iran Insurance Co. While the technological vigilance variable's influence on competitive advantage ranked third explaining (61.2%) of the variance in competitive advantage. As for marketing vigilance, it also had an impact on the competitive advantage, but it only explained 54.9%. of the variance in competitive advantage, and it was the least influential variable on competitive advantage.

These results suggest that the greater the practice of strategic vigilance dimensions by the banks, the more competitive advantage achieved. These results also mean that managers of the surveyed banks are very well aware of the importance of strategic vigilance to the creation of competitive advantage. This awareness is expressed by the managers answer to the question regarding the necessity to have a strategic vigilance cell at the level of their banks. They believe in the fact that strategic vigilance can serve as a tool of achieving competitive advantage in the Jordanian banking sector. This result is supported by the results of the study of (Nadia & Kashi, 2015) regarding the reality of strategic vigilance in Islamic banks in Algeria, which showed that the study sample realizes the importance of strategic vigilance in the bank at a high rate, But the weakness of the existence of collective exchange of information to some extent on the ground, hinders its role, especially in the field of anticipating problems and drawing future scenarios to create a positive reaction in the face of risks.

The findings of Ben Idah (2018) study regarding the case of National Drug Retail Distributor Corporation in Algeria, also showed that strategic vigilance has a positive correlation with competitive advantage, and concluded that competitive vigilance is a process that the organization cannot do without, because it is considered the most important source in providing it with the information it needs to better confront its competitors, and achieve a

competitive advantage through which it can outperform them, and that the organization can achieve a competitive advantage, not only by providing a product at the lowest cost or being distinguished in it, but also to the optimum utilization of its human, material and financial resources, its organizational capabilities and other possibilities that allow the application of its competitive strategies. Al-Adaileh (2004) study regarding Arabic Potash Company in Jordan reported a positive correlation between strategic dimensions and competitive advantage.

In their study regarding Iran Insurance Company in Tehran, Amiri, et al. (2017) reported a positive relationship between competitive intelligence and competitive advantage, and concluded that companies were required to gain competitive advantage by creating a strategic unit to collect, analyze and share intelligent information derived from the internal and external environment. The results of the Kargali's study (2014) regarding banks operating in Algeria, showed an important positive relationship between technological vigilance and the competitiveness of banks. Also, the study of Qassem and Ibrahim (2018) regarding Syrian private commercial banks reported a strong positive effect of technological vigilance on competitive advantage. These results partially support the results of the current study.

The results of Dawood & Abbas's study (2018) regarding the banking sector in Iraq indicated that there is a significant positive correlation between strategic vigilance and operational performance. The findings of Mahmoud & Mahdi's study (2019) regarding Diyala General Company for Electrical Industry in Iraq show a positive correlation between strategic vigilance and strategic renewal. In her study regarding the Jordan Islamic Bank, (Nawaiseh, 2014) reported a positive correlation between Human Resource Management Functions and competitive advantage at the Jordan Islamic Bank.

In the same context, Khawla's study (2013) regarding Algérie Gas Linde Organization found that there is a positive relationship between marketing information system and competitive advantage. Marketing capabilities and product innovation, as reported by Nuryakin's study (2018) regarding Batik SMEs in Indonesia, has also positive effects on competitive advantage. It is also found that there is a significant positive association between creative behavior and

competitive advantage, as was reported by Al-Tamimi & Al-Khshali (2004) in their study regarding Food Industry Sector in Jordan. As for Al-Tanayeeb (2020), the findings of her study regarding Housing Bank for Trade and Finance in Jordan, reported strong impacts for strategic vigilance dimensions on crisis management.

The results of the current study, therefore, are totally or partially, consistent with the results of previous studies, and indicate the effect of strategic vigilance dimensions' variables on competitive advantage in the Jordanian banking sector. which explain that the company's management that exercises the dimensions of strategic vigilance well will inevitably lead to the enhancement of the company's competitive advantage.

Thus, strategic vigilance dimensions, by discovering new opportunities and threats, can act as a radar that enables the bank management to monitor and identify the environment carefully and promptly, and enable it to make the right strategic decisions. Strategic vigilance supports the process of developing plans, whether short-term or long-term, and contributes to formulating strategies and setting goals, allows organizations to remain constantly alert to the surrounding changes, and thus it identifies opportunities and threats and gives them the ability to adapt to these changes, and allows foreseeing the emerging problems or future troubles that will face the organization (Pellissier & Nenzhelele, 2013; Ghannay & Mamlouk, 2012; Rezaei Dolatabadi et al., 2011; Rezaeian & Lashkar Bolooki, 2010). In addition, collecting, analyzing, sharing, and evaluating information, as stated by (Putin and Hadeed, 2004; Weick & Sutcliffe ,2006; Issa & Obakhti, 2019; Ansoff, 1965; Bin Edah, 2018; Dawood, & Abbas, 2018; Sahnoun, 2016; Mahmoud & Mahdi, 2019), would reinforce the bank's competitive power for achieving a top position in the market.

The strategic vigilance functions and objectives of the company include maintaining and developing distinctive competitive advantages of company (Dishman & Calof, 2008), promoting the company's competitiveness (Johns & Van Doren, 2010), informing top-level decision-makings (Pellissier & Nenzhelele, 2013), facilitating the understanding of customers, regulators, and competitors and creating new opportunities (Nasri, 2011).

In the context of the resource-based view theory, which emphasizes the importance of the company's resources and capabilities in building competitive advantage, the strategic vision of a company is considered the most advanced or superior level among the company's resources (Brumagim, 1994).

But building a strategic view of the company necessarily requires continuous collection, analysis, dissemination and management of information in an optimal way in order to help managers take appropriate decisions that will develop the organization, or what is known as strategic vigilance, and this in itself constitutes the cornerstone of the process of building competitive advantage in the firm. This process, according to (Harish. & Subashini, 2014; Humbert & Blanco, 2002; Al Alia, 2014; Omar & Lamin (2017; Dawood, & Abbas, 2018; Goujil, 2012) is a complex and comprehensive organizational one since it monitors any weak information or signal in its wide environment so that such proactive information allows the possibility of creating opportunities of survival and the ability to deal with potential risks and threats, reducing the degree of uncertainty and the effects of imbalances that may occur during changing aspects of the social, economic and technological environment. It, also, indicates attention and awareness of current events, internal and external experiences, continuous scrutiny of expectations and a desire to innovate (Weick & Sutcliffe ,2006). This is confirmed by Lesca (1997 when he defines strategic vigilance as an informational context that begins with the search for information and ends with its use in order for the organization to have a vision about its environment and determine its position in the competitive market.

Therefore, business organization, if it wants to stay in the market, must establish an effective system of strategic vigilance, allowing it to follow up, monitor and control its workflow, and control its relationship with the environment in which it operates, especially with regard to competitors, through knowing the leaders of them in the market, determining their strengths and weaknesses, their goals, aspirations, orientations, policies, and strategies, and collecting relevant information, addressing it, and delivering it in a timely manner to decision-making centers (Tamboura, 2008:47).

5.2.6.2. Hypothesis two (differences in the respondent's assessment of the strategic vigilance dimensions in the Jordanian banking sector according to their demographic characteristics):

Results of Independent Samples T-Test showed significant differences between the gender variable and the marketing vigilance, and it were in favor of the female. Which indicates that the females' assessment is more positive towards marketing vigilance than males.

The ANOVA test, on the other hand, showed significant differences between the Age variable and the technological vigilance, the Marketing vigilance, and the Competitive vigilance, and they were in favor of of the older group age (50 years old &over). But as for the Environment vigilance, the significant differences were in favor of the younger group age (18 to less than 30 years old). This indicates that the older group age of managers seems more concerned about technological, marketing, and competitive vigilances than the managers in the other groups, while the younger managers are more concerned with the environmental vigilance variable than the rest of the variables.

It is also showed significant differences between the the Education variable and all the dimensions of strategic vigilance, and they were in favor of managers holding master degree, which indicates that the assessment of mangers holding master degree is more positive towards all dimensions of strategic vigilance than the managers holding other degrees.

The ANOVA test, also, showed significant differences between the Experience variable and the technological, competitive, and environment vigilances, and they were in favor of the experience group (20 years & over). But as for the marketing vigilance, the significant differences were in favor of the experience group (5 to less than 10 years). This indicates that the assessment of mangers with more expereince is more positive towards the technological, competitive, and environment vigilances than managers with less experience, while the assessment of mangers with less experience towards the marketing vigilance is more positive than the managers with more experience.

Results also showed significant differences between the the Job position variable and all the dimension of strategic vigilance, and they were in favor of the Senior management group. This indicates that the assessment of the Senior management group towards all dimentions of strategic vigilanceis is more positive than that of the lower and middle management groups.

5.2.6.3. Hypothesis three (differences in the respondent's assessment of the competitive advantage in the Jordanian banking sector according to their demographic characteristics):

Results of Independent Samples T-Test showed no significant differences in the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their gender variable. This indicates that the assessments of males and female's managers at the surveyed banks towards competitive advantage were similar.

The ANOVA test showed significant differences in the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their Age variable, and they were in favor of the age group (40 to less than 50 years old), which indicats that the assessment of the middle age managers (40 to less than 50 years old) towards competitive advantage is mor positive than the assessment of the younger and older managers. But the test results showed no significant differences between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their education variable. This indicates that the educational level of the sample members did not have an affect on their assessment of the competitive advantage variable.

The results of the ANOVA test also showed significant differences between the respondents' assessment of the competitive advantage in the Jordanian banking sector due to their experience variable, and it was in favor of the group (20 years & over). This indicates that the assessment of mangers with more expereince was more positive towards the competitive advantage than managers with less experience.

In addition, the test results showed significant differences between the Job position variable and competitive advantage variable, and they were in favor of the Senior management group. This indicates that the assessment of the Senior management group towards competitive advantage variable is more positive than that of the lower and middle management groups.

5.3. Conclusion

The aim of this study was to expose the extent of the Jordanian banking sector's knowledge and awareness of the various dimensions of strategic vigilance and its importance to achieving competitive advantage, to reveal the reality of strategic vigilance and competitive advantage in the Jordanian banking sector, the relationship between these two variables, and to determine the impact of strategic vigilance on competitive advantage in this banking sector. The study, also, aimed to reveal if there was variance between the sample's responses on strategic vigilance and competitive advantage due to their demographic characteristics. Relying on the study findings, the study makes several conclusions. Most important of them are:

1. The respondents, who are managers, are knowledgeable and well aware of the various dimensions of strategic vigilance and its importance to achieving competitive advantage.
2. The most common data collection methods used by the surveyed banks were the least financially costly, such as, internet sites, media and mass communication, social media, and analysis of complaints received from customers, while the least used methods were the costlier, such as, resorting to experts and research centers, participation in conferences, seminars, and carrying out opinion polls.
3. As for the nature of the information collected by the surveyed banks, the results indicated that the banks were more interested in information about technology, customers and competitors than suppliers and the environment. Information about technology was the highest, while information about the environment was the lowest among the information collected.
4. Findings indicated high levels for strategic vigilance dimensions and competitive advantage. The technological and the marketing dimensions scored the highest levels of importance, respectively, while the environmental vigilance and the competitive vigilance dimensions scored the least levels of importance, respectively.

5. Findings indicated significant impact for strategic vigilance dimensions (environmental vigilance, technological vigilance, competitive vigilance, marketing vigilance) on competitive advantage. The environmental vigilance variable was the most influential dimension on competitive advantage, followed by the competitive vigilance, and then by the technological vigilance. The marketing vigilance was the least influential variable on competitive advantage.
6. Findings indicated variance between the sample's responses on strategic vigilance due their demographic characteristics:
 - a) The females' assessment is more positive towards marketing vigilance than males.
 - b) The older group age of managers seems more concerned about technological, marketing, and competitive vigilances than the managers in the other groups, while the younger managers are more concerned with the environmental vigilance variable than the rest of the variables.
 - c) The assessment of managers holding master degree is more positive towards all dimensions of strategic vigilance than the managers holding other degrees.
 - d) The assessment of managers with more experience is more positive towards the technological, competitive, and environment vigilances than managers with less experience, while the assessment of managers with less experience towards the marketing vigilance is more positive than the managers with more experience.
 - e) the assessment of the Senior management group towards all dimensions of strategic vigilance is more positive than that of the lower and middle management groups.
7. Findings indicated variance between the sample's responses on competitive advantage due their (Age, Years of experience and Job title):
 - a) The assessment of the middle age managers (40 to less than 50 years old) towards competitive advantage is more positive than the assessment of the younger and older managers.
 - b) The assessment of managers with more experience was more positive towards the competitive advantage than managers with less experience.
 - c) The assessment of the Senior management group towards competitive advantage variable is more positive than that of the lower and middle management groups.

8. Findings indicated no variance between the sample's responses on competitive advantage due their (Gender and Educational qualification variables).

5.4. Recommendations

In the light of the study findings, the researcher suggests a number of recommendations that may be useful to the Jordanian banking sector in strengthening strategic vigilance in order to enhance the competitive advantage that enables them to prelong them survive and enhance their market share. These recommendations are as follows:

1. Since about a third of the sample, who are managers, admit that the concept of strategic vigilance is unknown and uncommon in the banks in which they work, the study recommends the necessity for the surveyed banks to adopt a culture of strategic vigilance concepts among employees, who may be useful source of information that are used in strategic vigilance, especially after the opening of the Jordanian markets to international competition.
2. Since about a third of the managers admit the absence of a vigilant cell in the banks in which they work, and that the literature review in strategic management has proven the importance and feasibility of strategic vigilance dimensions for building and enhancing the competitiveness and survival in the market, the researcher advises Jordanian banks- especially those which are still lacking a vigilant cell- to take the initiative to create one with professional and trained workforce for collecting information from their internal and external environment, and be equipped with the necessary material and human capabilities, in order to monitor the perimeter of the banks, and follow up all its changes.
3. Since large number of the respondents, who are managers, admit that the participation of employees in the environment monitoring process in the surveyed banks is not at the required level or may be weak, and is often limited to senior management and or to the strategic vigilance cells, the senior management at the surveyed banks are advised to give more attention to how to invest employees as an important source of strategic

intelligence, as strategic vigilance is a collective process in which the efforts of all workers are integrated.

4. The surveyed banks are advised not to rely mostly on the least costly means for collecting data, such as social media and mass communication etc., but to rely more on professional sources such as expert firms, conducting opinion polls, participation in conferences and seminars, specialized magazines and periodicals, research reports, and industry analyst reports.
5. The researcher recommends to the senior administrations of the surveyed banks to seek the assistance of internal and external analysts and experts when analyzing and processing information to take sound future decisions that increase the growth and development of the bank's activity.
6. Enhancing the use of modern information system with advanced technologies capable of collecting data related to monitor changes in consumer preferences, and updating them continuously to support decision-makers with information that enhances the state of alertness, caution and attention to them; and interpreting weak signals coming from the environment at all times with high accuracy.
7. The senior management of the surveyed banks are advised to enhance their monitoring of technological innovation in the field of banking services on an ongoing basis, and to pay more attention to competitors, and to create and update their own data base.
8. The senior managements at the surveyed banks are advised to enhance competitive vigilance, this can be achieved by giving an adequate attention needed in seeking to uncover the creative potential of employees, providing suitable opportunities for them to freely express their ideas, and providing them with psychological incentives and financial rewards, and providing the necessary resources for implementing creative ideas. In addition, the senior management should give more attention to monitoring the decisions taken by the competitors, collect realistic and periodical information about competitors' movements, and to collect competitive intelligence to know the attitudes of the public and competitors.
9. The senior management at the surveyed banks should focus more on strategies that achieve competitive advantage through the optimum and the effective use of human resources to achieve the stated objectives and to implement a shared vision that emerges

- of the reality of the problems facing the company, and working to deliver measurable results to achieve what is desired.
10. The senior management at the surveyed banks are advised to give more attention to improve the speed in responding to customers' requests, and services provided with new advantages over competitors. By doing so, the senior management can improve strategic vigilance which in turn enhances the competitive advantage of their banks.
 11. Although, banking sector unlike other sectors, does not deal frequently with suppliers, but still senior management of the surveyed banks should be more concerned about information related to suppliers.

5.5. Contribution of the Study

The present research aimed to identify the level of strategic vigilance and its impact on competitive advantage in the Jordanian banking sector, in addition to shedding light on the banking sector awareness in Jordan regarding the concepts of strategic vigilance and competitive advantage. And given the insufficient of evidence on this issue in the context of Jordan's banking sector, this study explores the nature of the relation between strategic vigilance along with its dimensions and competitive advantage, especially in the Jordanian banking sector. Hence, the current study fills the gap which left by previous studies.

Results show significant impact for strategic vigilance dimensions (Environmental Vigilance, Technological Vigilance, Competitive Vigilance, Marketing Vigilance) on competitive advantage, these results suggest that the greater the practice of Strategic vigilance dimensions by the banks, the more competitive advantage achieved. Also mean that managers of the surveyed banks are believe in the fact that strategic vigilance can serve as a tool of achieving competitive advantage in the Jordanian banking sector. This result is supported by the result of the study of (Nadia&Kashi,2015) regarding the reality of strategic vigilance in Islamic banks in Algeria, which showed that the study sample realizes the importance of strategic vigilance in the bank at a high rate. And also, with the findings of Ben Idah (2018) study regarding the case of National Drug Retail Distributor Corporation in Algeria, and Al-Adaileh (2004) study regarding Arabic potash company in Jordan which reported a positive correlation between strategic dimensions and competitive advantage . The results of the Kargali's study (2014) regarding banks operating in

Algeria, showed an important positive relationship between technological vigilance and the competitiveness of banks. Also, the study of Qassem and Ibrahim (2018) regarding Syrian private commercial banks reported a strong positive effect of technological vigilance on competitive advantage.

The most common data collection methods used by the surveyed banks were the least financially costly, while the least used methods were the costlier. This result is in agreement with the results of (Ismail, 2010) in reference to his study regarding banking e-marketing and the competitive advantages of Jordanian banks, which showed that the majority of Jordanian banks rely on their own websites to introduce themselves and their affiliated branches, in addition to introducing customers to their modest traditional and electronic services. This may have negative repercussions on the management's ability to formulate its strategic policies to achieve an efficient competitive advantage that is able to push the bank forward.

And the results showed that Most respondents believe that the surveyed banks are keen to continuously monitor legislations and regulations related to banking and monetary activities, and to follow these legislations and regulations, while at the same time they believe that the participation of employees in the environmental monitoring process is not at the required level or may be weak, and is often limited to senior management and the strategic vigilance cell, if present; a result that is in agreement with the findings of (Burahly & bin Lahrash,2014), which revealed that the banking sector in Algeria relies mostly on managers to collect, analyze and study information. In most banks, carrying out this job is considered diligence by managers. Besides, some banks have different committees with this task in the directorate or the main branch of the bank, and they do not attach much importance.

In addition , In their study regarding Iran Insurance company in Tehran, Amiri , et al.(2017) reported a positive relationship between competitive intelligence and competitive advantage and concluded that companies were required to gain competitive advantage by creating a strategic unit to collect,analyze and share intelligent information derived from the internal and external environment. These results partially support the results of the current study . The results of Dawood & Abbas's study (2018) regarding the banking sector in Iraq indicated that there is a significant positive correlation between strategic vigilance and operational performance. The findings of Mahmoud & Mahdi's study (2019) regarding Diyala General Company for Electrical

Industry in Iraq show a positive correlation between strategic vigilance and strategic renewal. In her study regarding the Jordan Islamic Bank, (Nawaiseh, 2014) reported a positive correlation between Human Resource Management Functions and competitive advantage at the Jordan Islamic Bank.

In the same context, Khawla's study (2013) regarding Algérie Gas Linde Organization found that there is a positive relationship between marketing information system and competitive advantage. Marketing capabilities and product innovation, as reported by Nuryakin's study (2018) regarding Batik SMEs in Indonesia, has also positive effects on competitive advantage. It is also found that there is a significant positive association between creative behavior and competitive advantage, as was reported by Al-Tamimi & Al-Khshali (2004) in their study regarding Food Industry Sector in Jordan. As for Al-Tanayeeb (2020), the findings of her study regarding Housing Bank for Trade and Finance in Jordan, reported strong impacts for strategic vigilance dimensions on crisis management.

Hence, the current study results, are totally or partially, consistent with the results of previous studies, and indicate the effect of strategic vigilance dimensions' variables on competitive advantage in the Jordanian banking sector. which explain that the company's management that exercises the dimensions of strategic vigilance well will inevitably lead to the enhancement of the company's competitive advantage.

Thus, strategic vigilance can act as a radar that enables the bank management to monitor and identify the environment carefully and promptly, and enable it to make the right strategic decisions , and also supports the process of developing plans, whether short-term or long-term, and contributes to formulating strategies and setting goals, allows organizations to remain constantly alert to the surrounding changes, and thus it identifies opportunities and threats and gives them the ability to adapt to these changes, and allows foreseeing the emerging problems or future troubles that will face the organization. In addition, collecting, analyzing, sharing, and evaluating information would reinforce the bank's competitive power for achieving a top position in the market. (Pellissier & Nenzhelele, 2013; Ghannay & Mamlouk, 2012; Rezaei Dolatabadi et al., 2011; Rezaeian & Lashkar Bolooki, 2010; Putin and Hadeed, 2004; Weick & Sutcliffe ,2006; Issa & Obakhti, 2019; Ansoff, 1965; Bin Edah, 2018; Dawood, & Abbas, 2018; Sahnoun, 2016; Mahmoud & Mahdi, 2019).

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Appendixes

Appendix (1): Arbitrators List

Name	Rank	Major	Place of work
Fayez J. Al-Najjar	Professor	Business Administration	The World Islamic Science & Education University, Amman, Jordan
Ahmad M. Alyusifi	Professor	Human Resources Management	Jadara University, Irbid, Jordan
Zoubi M. Al-Zoubi	Professor	Bussiness Administration	University of Jordan, Amman, Jordan
Mohammad A. Al-Nouimi	Professor	Bussiness Administration	University of Jordan, Amman, Jordan
Ahmad H. Al-Azzam	Associate Professor	Bussiness Administration	Jadara University, Irbid, Jordan
Khaled A.N. Al-Omari	Associate Professor	Bussiness Administration	Jadara University, Irbid, Jordan
Mohammad O. A. Al-Zoubi	Professor	Bussiness Administration	Jarash University, Jarash, Jordan

Appendix (2): Study Questionnaire

In the name of of Allah, the Merciful

Peace, mercy and blessings of God Almighty up on you,

I am pleased that you have participated with us in this questionnaire, which aims to know the role of strategic vigilance in achieving the competitive advantage of the Jordanian banking sector, and this by answering the questions of the attached questionnaire, bearing in mind that your answer will be included in the framework of preparing a PhD dissertation specializing in human resources management, under the title "Role Strategic vigilance in achieving competitive advantage in the Jordanian banking sector, "under the supervision of Professor Guner Gursoy, Okan University, Istanbul, Turkey, with the knowledge and assurance that this information will only be used for scientific research purposes and within the framework of this study. We thank you for your cooperation and accept our highest expressions of respect and appreciation.



Researcher

Abdulelah Al-Azzam

Note: The appropriate box is chosen by marking (x)

(For the purpose of this study, Strategic Vigilance refers to: a continuous process of searching and monitoring information about the changes that occur in the organization's surroundings, then processing this information and publishing it in order to exploit it by decision-makers to seize opportunities and reduce threats to maintain survival and growth).

Part one: Personal data

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 18 to less than 30 years old ☐ 30 to less than 40 years old
☐ 40 to less than 50 years ☐ from 50 years and over
3. Educational level: ☐ less than bachelor ☐ bachelor's
☐ master's or doctorate
4. Years of experience: ☐ less than 5 years ☐ 5 to less than 10 years
☐ 10 to less than 15 years ☐ 15 to less than 20 years

() 20 years and more

5. Administrative position: () Section Head () Deputy or Assistant Branch
Manager () Branch Manager () Department Manager
() Senior Management

Part Two: General information:

Seq.	Questions	yes	no
1	Is the concept of strategic vigilance known and common in your bank?		
2	Is there a strategic vigilance cell in the bank?		
3	Do you think it is necessary to have a strategic vigilance cell at the bank you are working at?		
4	Does the bank in which you work provide electronic banking services to its customers?		
5	Does the bank in which you work provide phone banking services to its customers?		

Part Three: Sources for collecting information in your bank

Seq.	Paragraph	yes	no
1	Economic and financial news		
2	Government publications and reports such as the Official Gazette		
3	Media, mass communication and social media		
4	Specialized periodicals and research reports		
5	Participation in conferences and seminars		
6	Carrying out investigations about customers		
7	Customers's complaints		
8	Internet sites		
9	Relying on experts and specialized offices		
10	Carrying out opinion polls		
11	Personal communication		
12	Bank reports and promotional materials		
13	Analyzing competitors' services		
14	Bank employees		

Part Four: The nature of the information that your bank focuses on

Seq.	Paragraph	yes	no
1	Information about customers		
2	Information about suppliers		
3	Information about competitors		
4	Information about technology in the feild of banking services		
5	Information about the environment		
6	Other, please mention		

Part Five: Study variables

1. Technological vigilance indicators

Seq.	statment	strongly diasgree	disagree	nutral	agree	strongly agree
1.	The bank's management monitors the technological innovation in the field of its services operations on an ongoing basis.					
2.	The Bank monitors all what is new in the area of providing banking service					
3.	The bank's management uses modern equipment, devices and software with high technical specifications					
4.	The bank's equipment and devices maintenance team has outstanding technical competence					
5.	The bank's management is keen to train workers on modern technologies					
6.	The bank's management continuously improves the quality of its services					
7.	The bank's management designs its services in line with technological development					
8.	The bank's management seeks to have the latest technological developments in its field.					
9.	The bank's managment is interested in owning the largest possible number of patents.					
10.	The bank's management is activating information systems and investing in modern technology.					
11.	The bank's management is seeking to buy the latest technology to speed up customer transactions.					

2. Marketing vigilance indicators

Seq.	statment	strongly diasgree	disagree	nutral	agree	strongly agree
1.	The bank's management keeps pace with developments in the requirements and tastes of customers					
2.	The bank's management studies its marketing relations with suppliers					
3.	The bank's relationship with its suppliers is characterized by a lasting interest and partnership					
4.	The bank's management designs its services according to the expectations of the customers					
5.	The bank's management employs technology to receive customer complaints					
6.	The bank's management employs the Internet with its customers					

3. Competitive vigilance indicators

Seq.	statement	strongly diasgree	disagree	nutral	agree	strongly agree
1.	The bank's management monitors the movements of other banks cautiously and works to be proactive in offering banking services.					
2.	The bank's management has the ability to maintain a state of alert on the movements of its competitors					
3.	The bank's management adopts benchmarking reference to evaluate services provided by the bank					
4.	The bank collects realistic and periodical information about competitors' movements					
5.	The bank's management monitors the decisions taken by the competitors					
6.	The bank's management monitors the growth of the banking sector in which it operates					
7.	The bank's management keeps pace with the fields of research and development of competitors					
8.	There is a competitive intelligence at the bank to know the attitudes of the public and competitors.					
9.	The Bank's management uses competitive strategies (less cost, differentiation, higher quality, delivery speed) depending on the situation.					

10	The Bank's management studies the strengths and weaknesses of competitors to achieve opportunities and excellence.					
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4. Environmental vigilance indicators

Seq.	statment	strongly diasgree	disagree	nutral	agree	strongly agree
1.	The bank's management tracks and monitors everything that happens in the external environment in order to obtain information					
2.	All individuals working in the bank participate in the environmental monitoring process.					
3.	The bank's management monitors the changes in the external environment to think about their implications for the decision-making process.					
4.	The bank's management diagnoses the opportunities that can be invested in the bank.					
5.	The Internet is invested in obtaining information about the external environment.					
6.	The bank has advanced information systems to monitor changes in consumer preferences.					
7	The Bank's management constantly follows up on legislation and regulations related to banking and monetary activities.					
8	The Bank seeks to respect the values and customs of the community in which it operates.					
9	There is awareness among the Banks empolyees of the importance of social responsibility.					

5. Competitive advantage indicators

Seq.	statment	strongly diasgree	disagree	nutral	agree	strongly agree
1	The bank's management works to hinder the entry of new competitores by focusing on the quality of services					
2	The bank's management seeks to reach new markets that are difficult to reach for competitors					
3	The bank's management works to attract more customers.					
4	The bank's management works to provide services with innovative advantages over competitors					
5	The bank's management works to reduce costs for services and operations.					
6	The bank is characterized by speed in responding to customer requests					

7	The bank seeks to uncover the creative potential of its employees					
8	The bank's management grants financial incentives to the creative employee.					
9.	The bank's management provide moral incentives to the creative employee.					
10.	The bank provides the necessary resources for implementing creative ideas					
11	The bank gives opportunities for workers to freely express their ideas					
12	The bank's employees carry out their work in innovative and sophisticated ways.					
13	The bank deepens its relationship with customers to reduce the entry of new competitors.					