

The Impact of Strategic Vigilance on Improving Sustainable Environmental Performance: A Case Study in the Basra Oil Company

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Abstract

Purpose: determine the extent to which Iraqi local companies are aware of the concept and importance of strategic vigilance, as well as the time it takes for companies under study to understand the idea of environmental performance.

Design/methodology/ approach: The study used the descriptive analytical approach. Also, the model and hypothesis were tested by a number of statistical tools using (SPSS) such as (arithmetic mean, standard deviation, correlation coefficient, and regression).

Findings: the main results of this paper are the presence of statistically significant differences between strategic vigilance and long-term environmental performance, and these results led to a number of recommendations that could help the company under study to improve its long-term environmental performance.

Research, practical & social implications: the results of this paper try to Encourage Iraqi companies to adopt the concept of strategic vigilance because of its importance in achieving one of the most important requirements for improving and sustaining environmental performance.

Originality/value: this paper is written in order to improve the knowledge communication of the literature with the increasing interest in the topic of sustainability, which is one of the critical and strategic problems and challenges facing business organizations after they have become the most important source of competitive advantage. Especially the researchers have chosen the Basra Oil Company chosen as the field for measuring the research method and hypotheses which is an important local company in has an important role in the Iraqi environment.

Keywords: *strategic vigilance, sustainable environmental performance, Basra Oil Company.*

1. INTRODUCTION

Strategic vigilance helps organizations to have adaptation mechanisms in order to face organizational risks that could be a serious threat to their competitive position. Furthermore, it can be described as a continuous process that leads to the frequent and specialized collection and processing of data and information according to one or more

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purposes (Heintz, et, al. 2016). On the other hand, sustainable environmental performance refers to the simultaneous exploration and follow-up of legislation and regulations that will protect the work environment and society from pollution and gaseous emissions (Escrig-Olmedo, et, al. 2017). Moreover, strategic vigilance authorizes the Systems for sensing current and new opportunities and seizing them by allocating assets, capabilities, and organizational resources. Vigilant organizations are qualified to develop innovative products without dismantling existing products (Alshaer, 2020).

According to the review of the previous literature that focused strategic vigilance (Rumman, 2022; Jalod, et, al. 2021; and sustainable environmental performance Spreitzer, & Porath, 2012; Chardine-Baumann, & Botta-Genoulaz, 2014; Henao, et, al. 2019;) , which showed that local companies faced significant challenges due to increased competition in providing products that can respond to and preserve the environment. Thus, this paper made great progress in measuring the impact and the role of the independent variable which is represented in strategic vigilance with its various dimensions (economic, social, environmental, technological, and competitive) on the dependent variable represented in sustainable environmental performance in its various dimensions (gas emissions, occupational safety at work, ISO14001, recycling).

The study relied on the descriptive analytical approach, where the descriptive approach works to explain the phenomenon under study and to identify the study with its dimensions (strategic vigilance and sustainable environmental performance), as well as the analytical approach that analyzes and interprets the relationships. Among the search variables. Department managers and individuals working in those departments in the Basra oil company represented the research sample. The questionnaire was the main tool for data collection in this study while the model and hypothesis were tested by a number of statistical tools using (SPSS).

Based on the field visits conducted by the researchers in order to study the extent of applying strategic vigilance and the level of sustainable environmental performance, and based on the results of the interviews conducted with the employees of the company, the study problem was summarized to the essential question mentioned below:

What is the role of strategic vigilance in improving sustainable environmental performance?

In order to solve the problem of the study, this fundamental question was divided into a set of sub-questions, and by answering these sub-questions; the core problem of this study will be defined, as follows:

1. Does the management of the company under discussion have a clear vision of strategic vigilance and its role in improving sustainable environmental performance?
2. What are the dimensions of the requirements for implementing strategic vigilance in the company under study?
3. What are the requirements to achieve sustainable environmental performance in the company under study?
4. How does strategic vigilance contribute to activating the researched company's ability to improve sustainable environmental performance?

Based on the above, the importance of this study can be explained through two important aspects conceptual and practical aspect. The conceptual part tries to explain the concept of strategic vigilance and sustainable environmental performance which are one of the modern topics in the field of production and operations management and therefore it must be added to Arab and foreign studies as a contribution to enriching the knowledge aspect of research, while the practical aspect derives from the importance of applying the topic in local Iraqi companies and seeking to identify and define the dimensions of strategic vigilance and indicators of sustainable environmental performance.

On the other hand, this study tries to identify four main objectives. First, analyze and diagnose the role of strategic vigilance in improving sustainable environmental performance. Second, diagnose the reality of strategic vigilance and its requirements in the company under discussion. Third, determining the company's awareness of the concept of sustainable environmental performance. Forth, analyzing the impact of the dimensions of strategic vigilance on the sustainable environmental performance of the company under study. The research was structured on the basis of (introduction sections), the first: review of previous literature, the second: method, the third: results, the fourth: conclusions and recommendations or (concluding remarks as desired by the researcher)

2. LITERATURE REVIEW

2.1 Strategic vigilance: In view of the constant changes and intense competition facing organizations because of technological progress and the use of innovative methods in business management, organizations need to adopt the direction that enables them to achieve superiority over competitors and maintain their survival and continuity (Weick & Sutcliffe, 2006). And this is done by developing a strategic alert system that provides the organization with the necessary information from the point of search to the point of information exploitation this concept is called strategic vigilance (Dawood & Abbas, 2018). Strategic vigilance is one of the modern management concepts that have arisen and developed in the field of business management and has received great attention in recent years, it is closely related to monitoring the environment surrounding the organization and analyzing events (Tamboura, 2008).

(Attansey, 2012) defines strategic vigilance as the ability of an organization to monitor the continuous change in the external environment in order to make decisions to ensure the survival and continuity of the organization and to enhance its competitive position among other organizations for an extended period of time. While, (Hermel, 2007) has defined strategic vigilance as the general and intelligent observation and follow-up of the organization's surroundings environment through the search for real and future information. Similarly, (Gujil, 2012) defined strategic vigilance as a continuous process of information management and decision support for the development and maintenance of the organization. The first step in strategic vigilance is looking for information by defining the domain, deciding what to monitor, where to locate the information, and how to obtain it (Gauzelin & Bentz, 2017). Thereafter drawing the actual plan after analyzing and processing the collected information, and establishing a mental balance for timely decision-making (Gonyea & Kuh, 2009). Where strategic vigilance acts as a radar system of an organization for the purpose of monitoring all signals and collecting information to take advantage of its strengths and opportunities to overcome weaknesses and threats (Arcos, 2016). An organization's vigilance towards its changing environment may be a reflection of the organization's sensitivity to it itself (Jakobiak, 2004).

Where strategic vigilance is known as the information race, when the organization is able to voluntarily submit to its external environment for the purpose of openness and exploitation of opportunities in a timely manner, to identify threats, and to avoid or minimize these kinds of threats' effects (Dawood, & Abbas, 2018).

According to this research paper, strategic vigilance is not just a limited work of simple monitoring of organizations' external environment, it is a voluntary tool that works on an ongoing basis and seeks to predict potential environmental threats and risks and prepare organizations to behave proactively against these threats. This makes strategic vigilance a distinct competitive tool.

2.1.1 Dimensions of strategic vigilance :The dimensions of strategic vigilance are divided into five main dimensions according to this research paper, as follow:

Economic vigilance: this means searching, processing, and distributing information to all related parties that deal with the organization, whether employees in terms of following up their trends, requests, expectations, and behavioral attitudes; or suppliers in terms of their technological, commercial and financial plans, as well as the relationship between the supplier and the organization (Ales et al.,2006). In addition, economic vigilance depends on keeping track of all economic variables that are usually associated with changes in the environment of the organization, which are represented in demand, supply, and market development (Lesca, 1997).

Social vigilance: This is concerned with tracking cultural alertness to technical standards in the same activities or works carried out by the organization while observing all changes related to various social aspects (Akli, 2008). In addition, to identify the supporting systems in their development, as they are responsible for openness and dealing with the external environment, such as government policies that affect business organizations or trade unions (Omran, & Abuongem, 2019). according to economic, financial, or political legislation and others; in order to preserve social development the organization must realize as soon as possible the various changes that occur within the community so as not to be exposed to any risks (Dawood & Abbas, 2018).

Environmental vigilance: this means the organization's ability to follow up on information related to environmental developments and events that occur at the local or international level which the organization deals with, whether political, economic, legal, social, etc in order to achieve organizational success (Sietovirta, 2011). This is the constant effort to monitor changes related to all environmental events and developments in organizations (Bloch, 1999).

Technological vigilance: The activity that allows the use of technologies to monitor what occurs from the discovery of scientific developments and technological patents, or technical developments that facilitate creative processes in business performance (Barney&Hesterly, 2006). It is also the organization's efforts in monitoring and analysis to reveal technological developments of interest to the organization presently and in the future so that the organization can stand up to the continuous innovations of competitors (Heintz et al, 2016).

Competitive vigilance: It means research, analysis, and optimal use of available information about competitors and the field of activity to increase competitiveness to face current and potential competitors (Alshaer, 2020). This requires constant anticipation of all new methods used to improve performance or to know the strengths and weaknesses, the study of market relationships, and strategic alliances established by competitors at the local and global levels (Sietovirta, 2011).

2.1.2 The importance of strategic vigilance : We can identify the main points of importance for strategic vigilance according to, (Iancu, 2018), (Arcos, 2016), (Rajotte, 2013), (Guerraoui, 2005), as follows:

1. Helps the organization to understand the changes taking place in the external and internal environment of the organization.
2. Promotes and supports the ability to create sustainable participation.
3. Determines the organization's current and future competitive position relative to other organizations operating in the same industry or sector.
4. Intervenes in the strategic planning process, implements, and improves the decision-making process.
5. The organization's tendency to work in a dynamic manner in an environment characterized by rapid and influential changes in an open competitive global

environment, making it permanently innovative, innovative and adaptive to developments.

6. Attracting cadres with the skill of analyzing and processing information.

7. Attracting leaders and competencies capable of thinking and analyzing outside the framework.

2.1.3 The characteristics of strategic vigilance: Many researchers and writers have suggested characteristics of strategic vigilance that characterize it and distinguish it from others, according to (Lesca, 2011), (Tamboura, 2008), (Pateyron, 1994) (Lesca, 2003). The characteristics of strategic vigilance are as follows:

Strategy: helps to make a decision, which is related to non-recurring decisions that do not have any of the models examined and valued by experience, taking into account the lack of information, but it can express decisions that have a very big impact on the organization's competitiveness, survival, and continuity.

Volunteerism: Strategic vigilance cannot be a passive action and is limited to simple follow-up and control of the organization's environment because it is a creative goal. On the contrary, it is considered voluntary, by stipulating going to the front of the expected information with keen attention and activating all the senses, and sometimes information must be investigated.

Collective intelligence: means the presence of a group of individuals observing the signs or signals in the vicinity of the organization in order to compare them to give a specific meaning, which represents the goal of teamwork, whereby the members of the group or team may be in contact and interaction in the light of all appropriate forms, while not exceeding and respecting the rules behavioral work of the group or team.

Environment: The environment of the organization is not an abstract concept or a statistical thing; it is made up of several influential factors, so it will be affected in a scientific way, especially when talking about targeting strategic vigilance.

Creativity: Strategic vigilance taking into account the characteristics of species and investigated information, includes the interpretation of early warning signals that are related to the element of creativity. The relevant information that is in the process of investigation does not describe any of the events and actions previously implemented, but it allows the formulation of hypotheses and the creation of a voluntary vision.

Expectation: information assists in predicting features. also, provides explanations as a vision of the future, and it is not important that it express the past or the present

2.2 Sustainable environmental performance:

2.2.1 The Concept of Sustainable Environmental Performance: The Vice President of the State of the United Arab Emirates declared in a tweet on social media on the twelfth of November in 2015 "We have started our first steps & early preparations for the sustainability of our resources and to bid farewell to the last drop of oil". This tweet refers not only to the long-term viability of current resources but also to the development of long-term alternative resources that do not harm the environment or generate economic or financial problems (Frlop, Herndle, 2013). furthermore, It considers the development of strategies, plans, policies, and programs that lead to adherence to an administrative approach related to the prevention of pollution, and the use of safe products through the use of efficient and cleaner technology to ensure the consumption of energy and resources as much as the actual need. As well as, the ability to eliminate waste in the processes. Some businesses have gained a competitive advantage by adhering to environmental regulations, whether internal or external (Shrivastava, 1995).

The term "environmental performance" refers to a company's dedication to conserving and protecting the natural environment, which includes multiple aspects such as water,

air, and soil quality (Lober, 1996). It is understood from the concept that a company's environmental performance is linked to its commitment to the environment, which may stem from the existence of legislation and laws to which the company is committed, or from voluntary commitment; which is the commitment that the company's values emanate through its mission, vision, and goals, as well as other factors (Epstein, 1996). Furthermore we can define the Environmental performance as the consequences of company actions and goods on the natural environment, such as resource consumption, waste reduction, energy conservation, product marketing, and risk reporting.

Environmental sustainability is also defined as the ability to maintain qualities in the physical and social environment that are valued, such as the preservation of both human life and the ability of the environment to preserve the lives of humans and other living things, through the preservation of water, air, and appropriate atmosphere, as well as the continuity of society's movement on the planet. Despite the decline of non-renewable resources, everyone's quality of life should be marked by regeneration and attractiveness. (Ardian, 2018). It is also characterized from the standpoint of sustainable development as development that fulfills current demands without jeopardizing the potential to meet the particular needs of future generations, and it consists of three basic pillars: environmental, economic, and social sustainability (Johan, Frida, 2017).

Although the environmental strategy focuses on the elements of environmental sustainability, the success of this strategy requires the essential interrelationship between environmental, social, and economic sustainability, through the provision of a wide range of measures parallel to the establishment's responsibility to the public, which focuses on everyone's contribution to improving environmental performance and understanding that the main goal of environmental sustainability is to reduce pollution (Michele, Kieran, 2018). as below : -

- The natural ecosystem must be protected and preserved.
- Promote and develop societal knowledge in order to encourage environmentally responsible behavior.
- Efficient resource management, including water and energy use, as well as waste and gas emissions from manufacturing processes, and improved air quality.
- Establishing a partnership with organizations that prioritize environmental concerns.
- Environmental sustainability also provided a more detailed explanation of the environmental sustainability framework for facilities in the following : - (David Grayson, Adrian Hodges, 2017).
- = The need of developing a long-term environmental plan to provide a clear definition of the facility's environmental goals and objectives, as well as the efficiency with which they are managed and implemented.
- The major environmental sustainability headings are summarized in (the location of environmental sustainability in the current situation of the facility, identifying the ways and means that help the facility to achieve its goal and objectives related to environmental sustainability).
- Environmental sustainability is defined by the facility's plan, which establishes the main priorities for environmental sustainability indicators as well as the main milestones that define the responsibilities and requirements for implementing them through the facility's departments, functions, and activities.
- Depending on the business or service they give to the community, establishments define their vision, mission, and long-term goals.

- The time required to maintain precious environmental resources in the context of human growth, as well as in the sphere of sustainable production environment by meeting society's aspirations and needs, determines the level of environmental sustainability.
- The environmental strategy emphasizes research and activities linked to environmental sustainability legislation, as well as training courses that aid in the implementation of the strategy.
- Strengthening the link between the facility's sustainable environment and its management.

2.2.2 Factors that help achieve environmental sustainability

There are a number of factors that the organizations seek to commit to in order to achieve environmental sustainability, which explained in the following bellow:

Social and cultural changes: These changes have an impact on the administration's goals, motivational tactics, and societal consumption patterns. As new goals have emerged related to respecting the needs and rights of its customers by providing products and services with global environmental quality levels, including the commitment to the safety of products or services provided to them, increasing productivity and maximizing profits are no longer the main objectives of organizations, as new goals have emerged related to respecting the needs and rights of its customers by providing products and services with global environmental quality levels, including a commitment to the safety of products or services provided to them, and the value of products and services is determined by the value of products and services. In general, the price a buyer pays to obtain it (Johan, Frida, 2017).

Governmental regulations and laws: Most countries have tended to develop and evaluate regulations and laws governing the rules of industrial conduct for these facilities, including those that address issues such as wages, vacations, human rights protection, pollution reduction, specifications, environmental standards, and other issues. Issues that vary depending on the nature, type, and size of the industry or service provided by those facilities (Yanhong, Christina, 2018).

Relative scarcity of resources: The rising demand for products and services, together with the development of production capacity, appears to pose a danger to resource scarcity, potentially limiting prospects for future generations. There are a number of issues that businesses must consider, such as the most efficient distribution and use of available resources by allocating them to purposes that produce the best potential results while causing the least amount of negative environmental impact (LOW MEI PENG, 2017).

Risk Reduction: There is no consensus on how to classify risks that face businesses, but there is agreement that they can be internal or external, therefore they can be divided into four categories (strategic risks, financial risks, operational risks, and dangers). Organizations rely on a variety of procedures to identify and confront risks associated with their activities in an orderly manner. These procedures help to understand the positive and negative aspects of the factors influencing the achievement of the goal of maximizing value, whether by increasing the probability of success or decreasing the risk of failure and uncertainty. This is known as risk management, and it looks at environmental sustainability as a sort of risk management that can assist avert social and environmental calamities in this case (Sadaat, Stefan, 2017).

Stakeholders' pressures: The emergence of non-governmental organizations has presented groups called pressure groups concerned with sustainable development issues, and increased pressures on business establishments with the need to improve the relationship with them in order to enhance the loyalty and trust of the community and other concerned parties and to ensure their ability to perform their work on a sustainable basis. Antonio, Lucia, 2018).

Non-compulsory controls and standards: It means the trend of business establishments towards the voluntary application of social, environmental and economic standards at the international and local levels. Related to her activity (Karoly, Krisztina, 2016).

Increasing competition intensity: where business organizations shifted their focus on the characteristics of the industry to paying attention to basic competencies as a primary source to achieve a competitive advantage, which means all activities performed by the facility in particular, and well compared to its competitors by achieving value for its products and services over a period of time Long-term, as this shift came with the intensification of global competition and shifted attention towards intangible resources as the most important source of these competencies (Manuel, Collins, 2016).

Creating value for stakeholders: which is considered one of the most controversial topics to express the relationships between the different parties to stakeholders, where each party expects to obtain the benefit in exchange for what it provides to the other party, from the perspective of compensation or shares, and therefore any imbalance in these relations It leads to the destruction of the network of relations and damage to the interests of the parties involved (Mert & Ertugrul, 2017).

2.3 The relationship between strategic vigilance and environmental sustainability in the oil Organization

Most business organizations focus on managing their environmental responsibilities by attempting to balance a set of dimensions, and given the multiplicity and diversity of the aspects that make up these dimensions, as well as the clear overlap between them, it is possible to use the global initiative for preparing reports to clarify the role of business establishments (Especially the oil Organization) in achieving environmental sustainability in light of the continuous development of their responsibility towards stakeholders (Global Reporting Initiative, 2016)

This is done through the oil organization's impact on natural systems, which includes aspects such as resources and outputs, as well as biodiversity, environmental compatibility, and other aspects of product and service environmental effects (Michele, Kieran, 2018). As:-

1. Materials: it includes materials used as inputs in terms of size and weight, including recycled materials.
2. Energy: It includes the energy consumed by the facility from the main sources, directly or indirectly, because of the suppliers' consumption of energy while providing services to the facility.
3. Biological Diversity: It is related to the role of the facility in preserving the biological diversity of protected areas or of high biodiversity value outside protected areas.
4. Emissions, liquid waste and waste: It included harmful gases in terms of type and volume, in addition to liquid and solid waste of different types and methods of disposal.
5. Environmental impacts of products and services: It includes all programs to mitigate the environmental impacts of products and services, in addition to the total expenses related to protecting the environment and the total environmental investments in terms of type.
6. Environmental compatibility: It refers to compatibility and compliance with environmental laws and regulations and the results of achieving this compatibility, whether in the monetary value of significant fines or in the total number of non-financial penalties.

7. **Transportation:** It includes the important environmental impacts resulting from the transportation of products and materials used in the operations carried out by the facility, in addition to the transportation of workers.

8. **Environmental protection investments:** It includes all investments related to the protection of the environment that the company or its representative spends to protect and limit the documentation of aspects, effects and risks related to the environment, and includes the expenses of disposal of these effects.

3. METHOD

This paper is designed to determine the effect of strategic vigilance on the sustainable environmental performance of the company under study. This paper used descriptive and analytical approaches, where the descriptive approach works to explain the phenomenon under study and to identify the main variables of this paper (strategic vigilance and sustainable environmental performance). While the analytical approach analyzes and interprets the relationship between the study variables as in Figure 1. Furthermore, the study hypotheses were formulated based on the null hypotheses as follows:

H01: There is no statistically significant correlation between strategic vigilance and sustainable environmental performance.

H02: There is no significant effect at the significance level ($\alpha \leq 0.05$) of strategic vigilance on sustainable environmental performance.

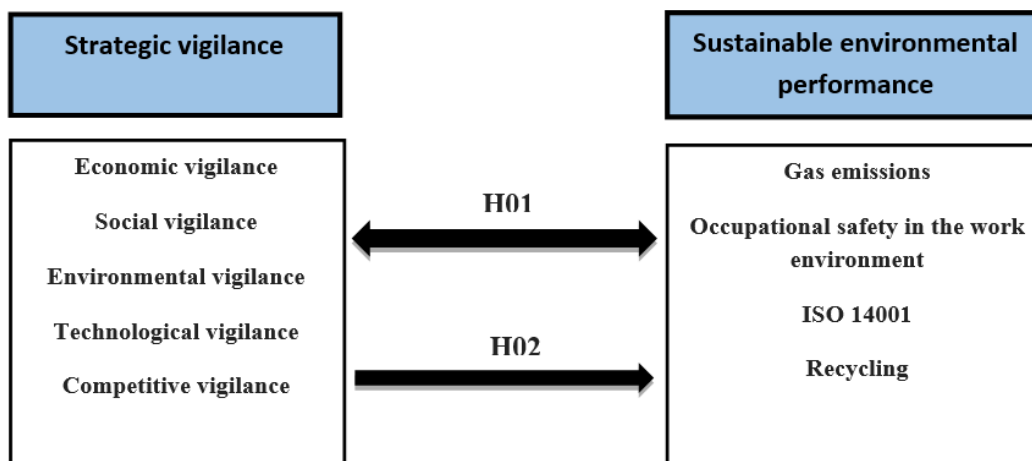


Figure 1. The study variables

Qualitative data were collected and then quantitatively analyzed. Qualitative data is suitable for the study because it is based on the opinions and trends of managers and relevant authorities in the company in question, where the study attempts to determine the potential impact of strategic vigilance on improving environmental performance and making it sustainable.

This study has chosen The Basra Oil Company as a field study. The study community consisted of all the directors in this company, which are about (40) directors. While, the study sample was an intentional sample. Moreover, the main tool used in collecting data from the study sample was the questionnaire, where designed into three main parts, as follows:

Part 1: includes demographic variables of the study sample in terms of age, gender, qualifications, job title, and years of experience.

Part 2: Questions that measure the independent variable (strategic vigilance) after reviewing a set of previous studies, including: (Weick & Sutcliffe, 2006), (Attansey, 2012, (Dawood, & Abbas, 2018).

Part 3: Questions that measure the dependent variable (sustainable environmental performance) after reviewing a set of previous studies, including: (Frlop, Herndle, 2013), (Shrivastava, 1995), (Ardian, 2018). Where, the scale used for the research variables was the 5-point Likert scale (1 = strongly disagree; 5 = strongly agree).

4. RESULTS

4.1 Descriptive analysis of Strategic vigilance

It is clear through the descriptive statistical analysis as in table 1. that dimension (Social vigilance), which is one of the sub-dimensions of a variable, has achieved the first rank with an arithmetic mean (4.59) and with a standard deviation (.343), and the dimension (Economic vigilance) has achieved the second rank with an arithmetic mean (4.34) and standard deviation(.012), and the dimension (Technological vigilance) has achieved The third rank with an arithmetic mean (4.00) and standard deviation (.342),the dimension (Competitive vigilance) achieved the fourth rank with an arithmetic mean(3.58) and a standard deviation (.467), and the dimension (Environmental vigilance) achieved the fifth rank with an arithmetic mean (3.45) and standard deviation (.738) , Go to figure (1) .

TABLE (1) Descriptive analysis of the independent variable for research (Strategic vigilance)

Variable		Mean	S.D
Strategic vigilance	Economic vigilance	4.34	.012
	Social vigilance	4.59	.343
	Environmental vigilance	3.45	.738
	Technological vigilance	4.00	.342
	Competitive vigilance	3.58	.467

Source: Prepared by researchers based on AMOS. V25

4.2 The relationship between the dimensions Strategic vigilance

As it is clear from Figure 2. that the effect after the economic vigilance in the strategic vigilance is equal to (.14), and the effect after the social vigilance in the technological awakening is equal to (.29), the effect after the environmental vigilance in the strategic vigilance is equal to (.27), that The effect after the technological vigilance in the strategic vigilance is equal to (.14), the effect after the competitive vigilance in the strategic vigilance is equal to (.27). Go to figure (2) .

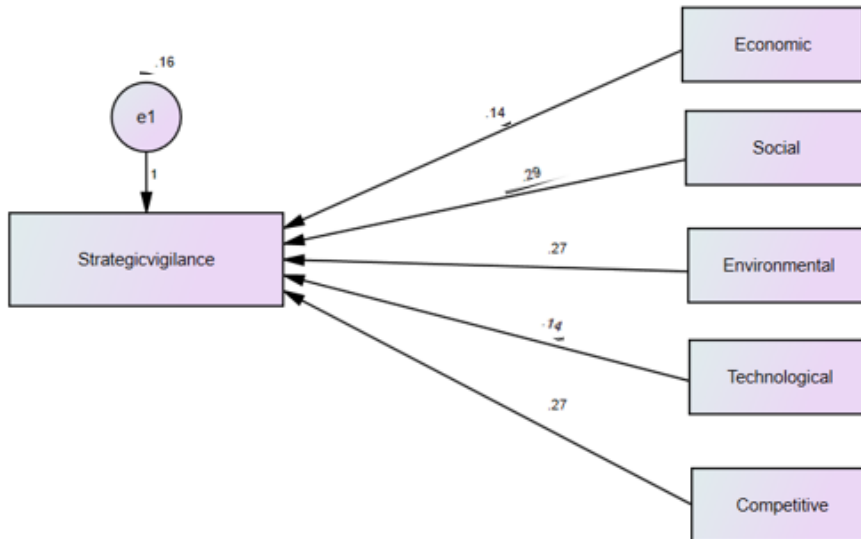


Figure 2. The relationship between the dimensions Strategic vigilance

Source: Prepared by researchers based on AMOS .V25

4.2 Descriptive analysis of the sustainable environmental performance):

It is clear through the descriptive statistical analysis that dimension (ISO 14001), which is one of the sub-dimensions of a variable, has achieved the first rank with an arithmetic mean (4.89) and with a standard deviation (.321), and the dimension (Occupational safety in the work environment) has achieved the second rank with an arithmetic mean (4.56) and standard deviation (.312), and the dimension (Gas emissions) has achieved The third rank with an arithmetic mean (3.78) and standard deviation (.324), the dimension (Recycling) achieved the fourth rank with an arithmetic mean (3.57) and a standard deviation (.212) . Go to table (2) .

TABLE 2. Descriptive analysis of the research variable (sustainable environmental performance)

Variable		Mean	S.D
Sustainable environmental performance	Gas emissions	3.78	.324
	Occupational safety in the work environment	4.56	.312
	ISO 14001	4.89	.321
	Recycling	3.57	.212

4.3 The relationship between the dimensions Sustainable environmental performance :

As it is clear from Figure.3 that the effect after the Gas emissions in the Sustainable environmental performance is equal to (.33), and the effect after the Occupational safety in the work environment in the Sustainable environmental performance is equal to (.33), the effect after the ISO 14001 in the Sustainable environmental performance is equal to (.14), that The effect after the Recycling in the Sustainable environmental performance is equal to (.16). Go to Figure (3) .

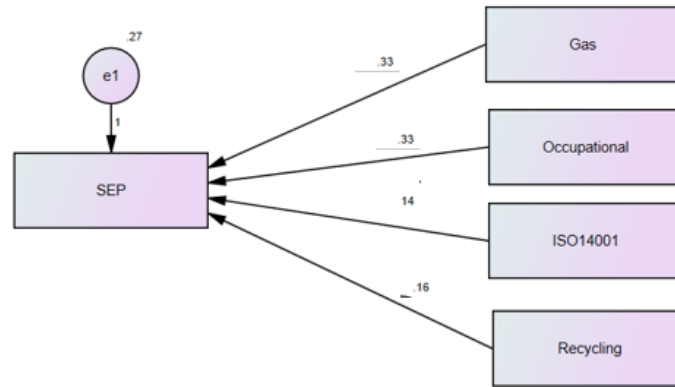


Figure 3. The relationship between the dimensions Sustainable environmental performance.

Source: Prepared by researchers based on AMOS. V25

4.3 The impact of strategic vigilance on improving sustainable environmental performance

5. DISCUSSION AND CONCLUSIONS

Strategic vigilance is a continuous dynamic process that helps companies make decisions through monitoring, analysis, and monitoring of all changes that occur in the company's environment. The mechanisms of strategic vigilance work to sustainable strategies for the longest possible period, and to know if there is a need to reformulate new strategies. It turns out that strategic vigilance is a means that can be used to ensure the company's compliance with environmental legislation and laws, and the validity of the environmental measures it takes for the purpose of implementing corrective measures and treating pollution sources in order to develop and improve sustainable environmental performance.

The study concluded that there is a lack of general awareness and awareness among most of the individuals working in the company in question about the importance of strategic vigilance in improving sustainable environmental performance, and this is what the researchers found through the field study. Thus, improving sustainable environmental performance is a strategic goal that companies seek to achieve. Strategic vigilance is one of the most important activities whose application leads to improving sustainable performance in the company under discussion.

The results of this study revealed that there is complementarity between the review of the company's environmental impacts and the concept of strategic vigilance, as the latter includes methods to improve and advance sustainable environmental performance.

Based on the conclusions the study has reached, the study suggests a set of recommendations that can contribute to activating and facilitating the application of strategic vigilance to improve sustainable environmental performance in various companies. The most important suggested recommendations are as follows:

First, encouraging the company to adopt the concept of strategic vigilance because of its importance in achieving one of the most important requirements for improving and sustaining environmental performance.

Second, work to increase the interest of the company to adopt the concept of strategic vigilance because it is one of the most important requirements for improving and sustaining environmental performance.

Third, forming a special team for strategic vigilance, which is essential to facilitate the research process and monitor all information and variables that occur near the research sample company.

Fourth, the necessity of conducting periodic surveys for the company in question, on the application of strategic vigilance, in order to monitor the company's ability to follow up on regulations and legislation that improve sustainable performance and raise awareness among working individuals on these important concepts.

Fifth, the inclusion of working individuals in intensive courses, who were selected to work in the strategic vigilance team, to train them and develop their skills on how to monitor changes in the company's environment and transfer them to the relevant authorities in order to work with them and improve its sustainable environmental performance.

Sixth, there is an urgent need for more research with regard to strategic vigilance and sustainable environmental performance, in order to implement a set of pillars that, in total, constitute accountability for companies about their role in reducing environmental problems, especially as they are the main cause of environmental deterioration, and aware of its impact on their external surroundings.

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