

The role of organizational requirements in activating strategic vigilance system practices in Inpha-Médis laboratories, El-Taref: an evaluation study

دور المتطلبات التنظيمية في تفعيل ممارسات نظام اليقظة الاستراتيجية في مخابر Inpha-Médis، الطارف: دراسة تقييمية

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Abstract:

This study aimed to determine the degree of correlation between the organizational requirements, with its dimensions, and the strategic vigilance system practices in Ipha-Médis laboratories.

The study concluded that there is a strong positive correlation between the organizational requirements, with its dimensions, and the strategic vigilance system practices in Ipha-Médis laboratories, as the value of the correlation coefficient was (0.787), that is, an increase of one unit in the “organizational requirements” leads to an increase of 0.787 in strategic vigilance system practices in laboratories under study.

Keywords: Organizational requirements; Strategic vigilance system; Inpha-Médis laboratories.

Jel Classification Codes: M10; D20; D23; D23

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Introduction:

The contemporary business environment is witnessing a number of rapid changes and evolutions in various fields, and a significant increase in the intensity of competition between different economic organizations in the world. The ability of this latter (organizations) to compete and achieve continuity and survival is linked to their ability to control all variables of their dynamic environment, in order to prepare well for the future, which can only be achieved by anticipating future changes, which can give them the ability to confront threats and exploit the opportunities provided by their environment.

In this context, strategic vigilance is an essential key to preparing for the future and anticipating its trends. It is a process through which the organization seeks to ensure continuous monitoring of its dynamic environment and monitoring its changes, by collecting the informations it needs in its activity, analyzing, classifying, storing and exploiting it, in order to enable it to make appropriate strategic decisions and help it to enhance their competitive capabilities.

Study Problem:

Inpha-Médis laboratories is one of the important companies active in the pharmaceutical industry in Algeria. It located in the wilaya of Tarf. It is witnessing fierce competition from organizations operating in the same sector, which prompts it to build a strategic vigilance system that allows it to monitor the movements of its competitors and changes in its environment to ensure and develop its market share for survival and continuity. Building this system depends on the availability of a set of requirements, including organizational requirements.

Based on the foregoing, this scientific paper seeks to answer the following main question:

Is there a statistically significant relationship between organizational requirements and strategic vigilance system practices in Inpha-Médis laboratories?

Sub questions:

1. Is there a statistically significant relationship between **strategic commitment of the administrative leadership** and strategic vigilance system practices in Inpha-Médis laboratories?
2. Is there a statistically significant relationship between **organizational structure** and strategic vigilance system practices in Inpha-Médis laboratories?
3. Is there a statistically significant relationship between **information and communication system** and strategic vigilance system practices in Inpha-Médis laboratories?
4. Is there a statistically significant relationship between **promotion and appreciation system** and strategic vigilance system practices in Inpha-Médis laboratories?
5. Is there a statistically significant relationship between **performance and incentive system** and strategic vigilance system practices in Inpha-Médis laboratories?
6. Is there a statistically significant between **organizational culture** and strategic vigilance system practices in Inpha-Médis laboratories?

The main hypothesis of the study:

There is no statistically significant relationship between organizational requirements and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

The sub-hypotheses of the study:

1. There is no statistically significant relationship between **strategic commitment of the administrative leadership** and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

2. There is no statistically significant relationship between **organizational structure** and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).
3. There is no a statistically significant relationship between **information and communication system** and strategic vigilance system practices in Inpha-Médis laboratories, at a significant level of ($\alpha = 0.05$).
4. There is no a statistically significant relationship between **promotion and appreciation system** and strategic vigilance system practices in Inpha-Médis laboratories, at a significant level of ($\alpha = 0.05$).
5. There is no a statistically significant relationship between **performance and incentive system** and strategic vigilance system practices in Inpha-Médis laboratories, at a significant level of ($\alpha = 0.05$).
6. There is no a statistically significant relationship between **organizational culture** and strategic vigilance system practices in Inpha-Médis laboratories, at a significant level of ($\alpha = 0.05$).

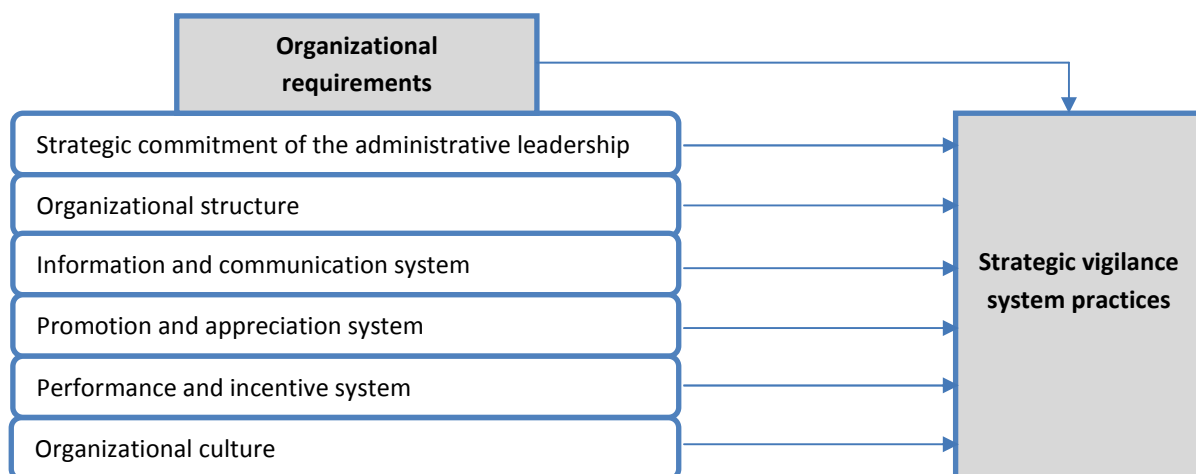
Study Objectives:

The main objective of this study is to determine the degree of correlation between organizational requirements and strategic vigilance system practices in Ipha-Médis laboratories. Accordingly, it aims to identify:

- The degree of correlation between **administrative leadership** and strategic vigilance system practices in Inpha-Médis laboratories;
- The degree of correlation between **organizational structure** and strategic vigilance system practices in Inpha-Médis laboratories;
- The degree of correlation between **information and communication system** and strategic vigilance system practices in Inpha-Médis laboratories;
- The degree of correlation between **promotion and appreciation system** and strategic vigilance system practices in Inpha-Médis laboratories;
- The degree of correlation between **performance and incentive system** and strategic vigilance system practices in Inpha-Médis laboratories;
- The degree of correlation between **organizational culture** and strategic vigilance system practices in Inpha-Médis laboratories;

Conceptual Model:

Figure n°1: Study model



Source: Prepared by the researcher

Study Methodology:

The descriptive approach was relied upon to clarify the theoretical concepts of the research subject, and the analytical and statistical approaches when collecting and analyzing the questionnaire to determine the relationship between the variables of the study.

Limits of study:

- 1- Spatial limits:** Inpha-Médis laboratories, Wilaya of El Tarf;
- 2- Human limits:** Managers of Inpha-Médis laboratory in the strategic organizational level;
- 3- Temporal limits:** April 2019 to May 2019.

I- Theoretical Background :

I-1- Definition of Strategic vigilance :

Referring to the literature on the strategic management of organizations, especially those that discuss strategic vigilance, we noticed the multiplicity of definitions that were presented to the latter due to the multiplicity of angles of vision.

The idea of strategic vigilance emerges from the concept of intelligence derived from military theories. Aguilar (1967) adapts it to the problems of the company from the angle of monitoring which consists respectively in seeking information and general knowledge on the environment and on the specific environmental problems which the company has to face. (Marie, 2006, p. 32)

Strategic vigilance is one of the new methods in modern management science, as it contributes to bringing organizations closer to the various stakeholders. From this, the importance of adopting a system of vigilance and auditing has emerged in the process of monitoring the organization's environment to ensure more control over the information system (Kasim, 2021, p. 94). It means that a group of workers in the organization proactively tracks and uses information of a proactive nature related to possible changes in the external environment, with the aim of exploiting the opportunities offered by the environment and reducing risks and the degree of uncertainty in general. (Lesca, 1997, p. 1)

In the same direction, strategic vigilance can be defined as the information race which the organizations can voluntarily through listen to the external environment in order to find opportunities to exploit it in the proper time, also to avoid or minimize threats effects after identifying it. (Sawsan, 2020, p. 83)

Strategic vigilance is a continuous process through which the organization aims to guard its environment in order to collect, process and disseminate information that enables it to make effective decisions in exploiting opportunities and reducing threats. (Suha, 2021, p. 2107)

The strategic vigilance in organizations is linked to creative thinking. It is an administrative process focused on creativity in interpreting weak early warning signals, by setting hypothesis and establishing a voluntary administrative outlook. The quality of these hypothesis relies on the quality of signs, chosen information and the expertise of those responsible of interpreting them, as well as the information stored in the firm's books. (Yousef, 2019, p. 42)

I- 2- Types of strategic vigilance:

The most important types of strategic vigilance, and their topics, can be presented in the following table:

Table n°1: Areas of surveillance according to the different types of monitoring

Type of vigilance		Areas of supervision	
		Privileged subjects	Porter Forces 1982
Strategic vigilance	Technological vigilance	-Scientific and technological achievements - Information system - Materials, products and processes	Substitute products
	Competitive vigilance	- Competitors' strategies	Direct competitors and potential competitors
		- Clients	
	Commercial vigilance (Marketing vigilance)	- Customers and markets - Suppliers and labor	Customers and Suppliers
Societal vigilance	- Economic environment - Socio-cultural environment - Political and legal environment - Ecological environment - Demography		

Source: Benhadji. y, Laouedj. z. (2020). pp. 75-76

I- 3-The most important advantages of strategic vigilance for business organizations:

The most important advantages of strategic vigilance in the organization can be summarized as follows : (Nuhad, 2022, p. 2587)

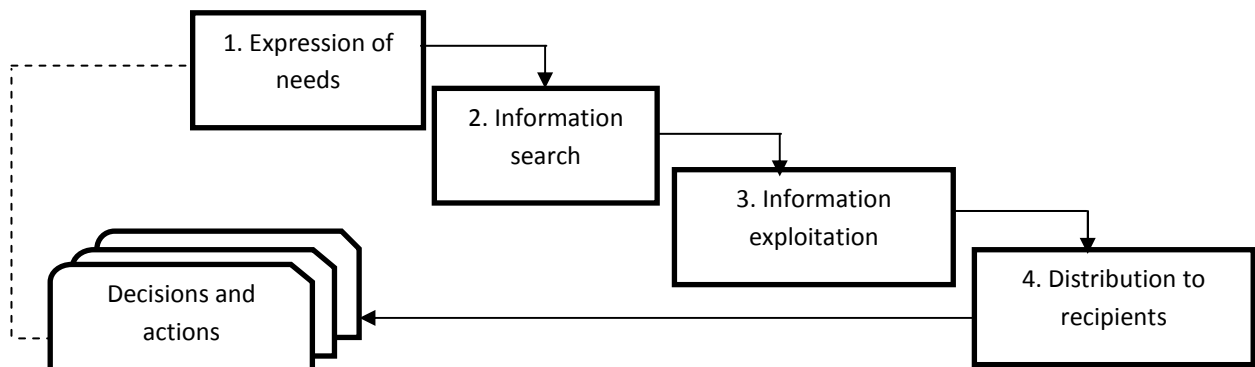
- ✍ From the financial side, it achieves abundance because the information collected is able to improve the technical characteristics of the product in terms of quality and reduce costs.
- ✍ Vigilance allows prediction of future dilemmas and problems that the organization may face, and thus the ability to be vigilant and the possibility of addressing them.
- ✍ It allows the circulation and transmission of information across all organizational levels of the organization. It also allows continuous monitoring of their environments.
- ✍ A strategic means that helps management in detecting threats and opportunities likely to benefit the organization and through which the organization changes its strategies and competitive position.

I- 4-The strategic vigilance process:

The following figure shows the phases of the strategic vigilance process, as it is evident that the starting stage of the process is expressing the need for information, followed by searching for the necessary information, and classifying and sifting it in order to exploit it in making the appropriate decision at the right time.

Here, it should be noted that effective search for information requires a balanced mix of human and technical resources.

Figure n°2: Process of strategic vigilance



Source: Benhadji, y, Laouedj, z. (2020). pp. 75-76

I- 5- Organizational requirements for strategic vigilance:

By reviewing the strategic management literature that dealt with the subject of strategic vigilance in organizations, we were able to identify the most important organizational requirements that can help organizations to establish an effective system for strategic vigilance. These are the requirements that we summarize in the following: (Nesreen, 2020, pp. 218-222)

- **Strategic commitment of administrative leadership:** The commitment of the administrative leadership of the organization to adopt the philosophy of strategic vigilance, and to support all efforts in this field, by providing all the necessary conditions for the success of this system and developing new dynamic capabilities, based on three core elements: sensing change, seizing opportunities, and proactively upgrading the business model.
- **Organizational Structure:** Adopting an appropriate organizational structure characterized by flexibility that allows it to adapt to changes in the environment effectively, with a weak degree of formality, complexity and centralization.
- **Information and communication system:** Considering that the information and communication system is the main support of all types of information that the organization needs, it results in realizing simultaneous linkage between all work sites in the organization, on one hand, and between the organization and its external environment, on the other hand, which gives the organization the ability to act and respond in all cases that can pass through it.
- **Promotion and appreciation system:** The organization's realization of the value of individuals' contributions and efforts is a necessary condition for improving the strategic vigilance system and activating its role. Therefore, the promotion and appreciation system must be used to enhance good performance that supports the strategic vigilance system.
- **Performance and incentive system:** Developing mechanisms to motivate individuals to think and analyze in order to reach an advanced level of performance, and adopt a performance appraisal system based on the results of the strategic vigilance system.
- **Organizational culture:** Establishing an organizational culture that supports strategic vigilance, encourages openness, gives great value to information, and supports knowledge sharing among the members of the organization.

II- The applied study

II-1- Study population and sample:

1. Study population : The study population consisted of 45 executives from Inpha-Médis laboratories

2. Study sample: The comprehensive survey method was relied upon due to the small size of the community, as 45 questionnaires were distributed. The following table shows the number of distributed and retrieved questionnaires:

Table n°2: Number of questionnaires distributed and retrieved

Distributed questionnaires	Retrieved questionnaires	Recovery ratio%
45	43	95.55

Source: Prepared by researcher

II-2- Source of data:

The questionnaire was used as the basic tool for data collection. It was prepared and distributed to the study sample, and the resulting data was expressed in statistical figures, using, for this, the SPSS program V23.

The questionnaire consisted of three axes:

First axis : Allocate to the personal data of the sample (Gender, age, educational level, experience and function).

Second axis: Allocated to the dependent variable: the practices of the strategic vigilance system in Inpha-Médis laboratories. It was consisting of 21 questions.

Third axis : Allocated to the independent variable : the organizational requirements for strategic vigilance in Inpha-Médis laboratories. It was consisting of 24 questions, covering 6 major dimensions.

The following table shows the structure of the research questionnaire:

Table n°3: The structure of the research questionnaire

Axes	Dimensions	Questions
The personal data of the sample	/	/
The dependent variable: the strategic vigilance system practices	/	01-21
The independent variable: the organizational requirements for strategic vigilance	Strategic commitment of administrative leadership	22-25
	Organizational Structure	26-29
	Information and communication system	30-33
	Promotion and appreciation system	34-38
	Performance and incentive system	39-41
	Organizational culture	42-45

Source: Prepared by researcher

In order to determine the trends of the sample's answers, the triple Likert scale was relied upon, and the following table shows the weights and areas of agreement associated with the scale:

Table n°3: The triple Likert scale

Answers	Not agree	Neutral	Agree
Weight	1	2	3
Fields	[1-1.66]	[1.67-2.33]	[2.34-3]

Source: Prepared by researcher

II-3- Statistical treatment methods:

1. **Cronbach's alpha coefficient:** to measure the stability of the study tool;
2. **Pearson correlation coefficient:** in order to measure the degree of consistency and internal homogeneity of the statements and dimensions of the questionnaire;
3. **Frequencies and percentages:** for describing the answers of the study sample
4. **Arithmetic mean:** to determine the trends of the study sample responses;
5. **Standard deviation:** to measure the extent of homogeneity of the answers of the sample members and their dispersion from the arithmetic mean;
6. **Kolmogorov Smirnov test:** in order to know the type of distribution (normal or abnormal distribution) of the study data;
7. **Spearman correlation coefficient:** to measure the relationship between variables that do not follow a normal distribution.

II-4- Test the validity and reliability of the study tool:

II-4-1- Internal consistency validity:

In order to reach the consistency and validity of the questions of the questionnaire, the Pearson coefficient was calculated, between the degree of each question in relation to the dimension to which it belongs, and the degree of each dimension in relation to the axis to which it belongs.

First. The internal consistency of the second axis: strategic vigilance:

The following table shows the values of the correlation coefficient between the questions of the second axis:

Table n°4: Correlation coefficients for questions of the second axis (strategic vigilance)

Questions	the correlation coefficient	Sig	Questions	the correlation coefficient	Sig
Q1	.592	.000	Q12	.592	.000
Q2	.592	.000	Q13	.779	.000
Q3	.857	.000	Q14	.592	.000
Q4	.592	.000	Q15	.889	.000
Q5	.592	.000	Q16	.592	.000
Q6	.592	.000	Q17	.857	.000
Q7	.774	.000	Q18	.592	.000
Q8	.592	.000	Q19	.592	.000
Q9	.877	.000	Q20	.592	.000
Q10	.779	.000	Q21	.592	.000
Q11	.592	.000			

The correlation is significant at 0.05 (bilateral)

Source: Prepared by the researcher based on the output of spss v23

Through the above table, it is clear that the values of the Pearson correlation coefficient between each question of the "strategic vigilance" axis and the overall degree for the axis are positive and strong, all of which are statistically significant at a significance level of less than 0.01,

which confirms that all questions are homogeneous and true in the measurement of the axis which it is designed to measure it.

Second. The internal consistency of the third axis: organizational requirements:

A. Test of the internal consistency of each question with the dimension to which it belongs:

The following table shows the correlation coefficient values for each question with the dimension to which it belongs:

Table n°5: Correlation coefficients for the questions of each dimension of the third axis

Dimensions	Questions	Correlation coefficient	Sig
Strategic commitment of administrative leadership	Q22	.667	.000
	Q23	.895	.000
	Q24	.845	.000
	Q25	.822	.000
Organizational Structure	Q26	.398	.008
	Q27	.398	.008
	Q28	1.000	.000
	Q29	1.000	.000
Information and communication system	Q30	1.000	.000
	Q31	.398	.008
	Q32	.398	.008
	Q33	.398	.008
Promotion and appreciation system	Q34	.643	.000
	Q35	.920	.000
	Q36	.949	.000
	Q37	.643	.000
	Q38	.643	.000
Performance and incentive system	Q39	.866	.000
	Q40	.981	.000
	Q41	.866	.000
Organizational culture	Q42	.699	.000
	Q43	.699	.000
	Q44	.699	.000
	Q45	.699	.000

The correlation is significant at the 0.05 level (bilateral)

Source: Prepared by the researcher based on the output of spss v23

Through the above table, it is clear that the values of the Pearson correlation coefficient between the questions of the various dimensions of the "organizational requirements" axis and the overall degree for each dimension are positive and strong, all of which are statistically significant at a significance level of less than 0.01, which confirms that all questions are homogeneous and true in the measurement of the dimensions which it is designed to measure it.

B. Test of the internal consistency of each dimension of the organizational requirements axis with the axis as a whole:

The following table shows correlation coefficients for each dimension of the organizational requirements axis with the axis as a whole:

Table n°6: Correlation coefficients for each dimension of the organizational requirements axis with the axis as a whole

Axis2	Dimensions	the correlation coefficient	Sig
Organizational requirements	Strategic commitment of administrative leadership	.933	.000
	Organizational Structure	.918	.000
	Information and communication system	.918	.000
	Promotion and appreciation system	.989	.000
	Performance and incentive system	.819	.000
	Organizational culture	.658	.000

The correlation is significant at the 0.05 level (bilateral)

Source: Prepared by the researcher based on the output of spss v23

Through the above table, it is clear that the values of the Pearson correlation coefficient between the various dimensions of the "organizational requirements" axis and the overall degree for the axis are positive and strong, all of which are statistically significant at a significance level of less than 0.01, which confirms that all questions are homogeneous and true in the measurement of the axis which it is designed to measure it.

II-4-2- The reliability of the study tool:

For this, Cronbach's alpha coefficient was calculated for each dimension and axis, and the following table shows the obtained results:

Table n°7: Cronbach's alpha coefficients valus for the axes of the questionnaire

axes of the questionnaire	Number of questions	Cronbach's alpha coefficient
Axis 1: Strategicvigilance	21	93.4
Axis 2: Organizational requirements	24	95.7
Questionnaire	45	97.3

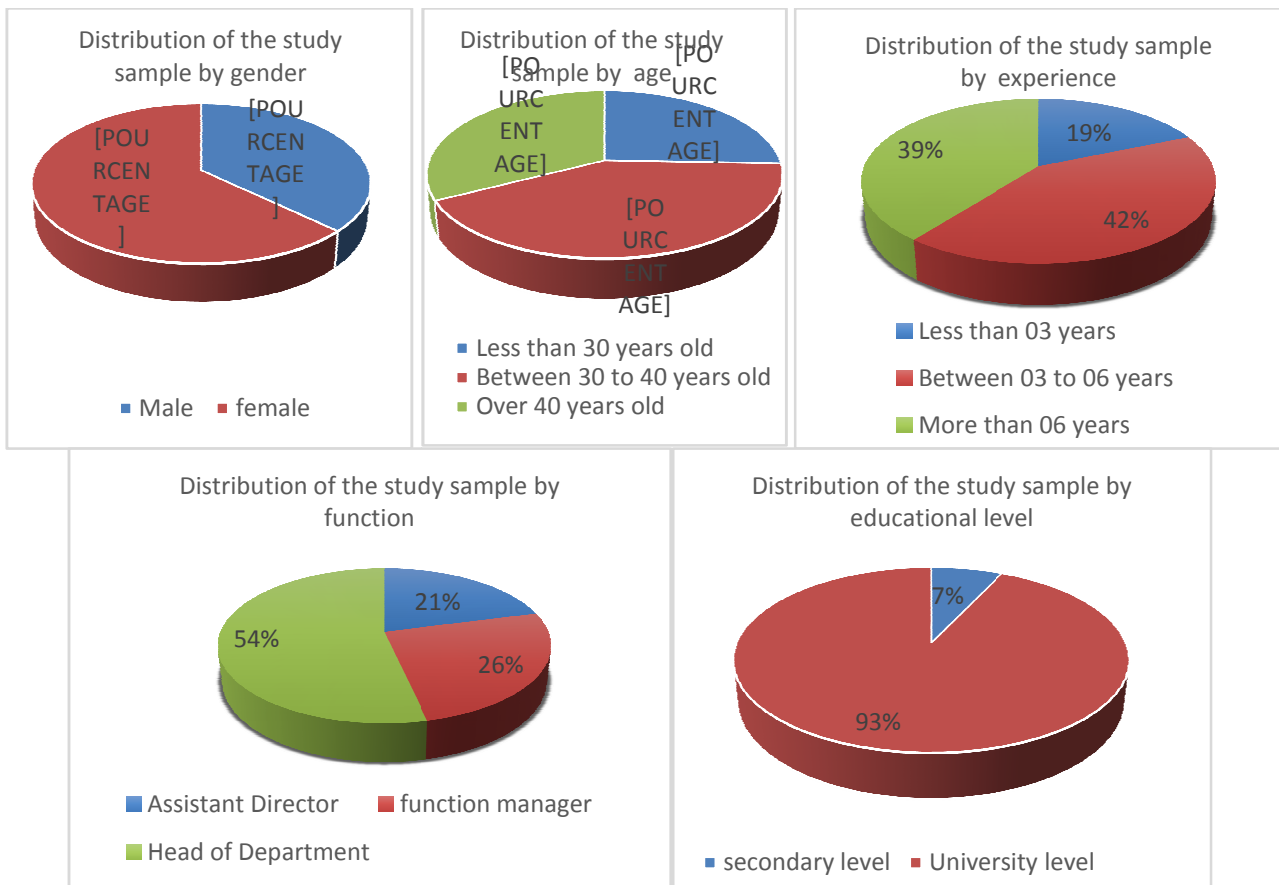
Source: Prepared by the researcher based on the output of spss v23

Through the above table, it is clear that the Cronbach's alpha values werhigherthan 0.7 for all axes and for the questionnaire as a whole, whichconfirms the stability of the studytool and indicatesitsuitability for field application.

II-5- Analysis of the personal data of the study sample:

The personal data of the study sample can be illustrated in the following forms:

Figure n°3: Personal data of the study sample



Source: Prepared by the researcher based on the output of spss v23

Through the above figure, it is clear that:

- ✍ 63% of individuals of the sample were males, and 37% were females.
- ✍ 42% of individuals of the sample were between 30 and 40 years old, 32% were over 40 years old, while 26% were less than 30 years old.
- ✍ 42% of individuals of the sample have a university level and 26% have a secondary level.
- ✍ 41.9% individuals of the sample have professional experience ranging from 3 to 6 years, 39.5% have experience of more than 3 years, while 18.6% of them have experience of less than 3 years.
- ✍ 53% of individuals of the sample held the function of head of department, 26% held the function of function manager, while 21% held the function of assistant director.

II-6- Analyzing the trend of the sample's answers to the questionnaire questions:

The following table shows the arithmetic means and standard deviations of the respondents' answers to the questionnaires:

Table n°8: Statistical analysis of the results of the questionnaire

Variables	Dimensions	Mean	Std	General trend
Strategic vigilance	/	2.87	.14332	Agree
Organizational requirements	Strategic commitment of administrative leadership	2.8	.25602	Agree
	Organizational Structure	2.75	.29625	Agree
	Information and communication system	2.87	.14812	Agree
	Promotion and appreciation system	2.93	.17846	Agree
	Performance and incentive system	2.95	.17185	Agree
	Organizational culture	2.99	.03812	Agree
	/	2.89	.16443	Agree

Source: Prepared by the researcher based on the output of spss v23

It is noted, from the above table, that :

1. The arithmetic mean of the sample's responses on the strategic vigilance axis was 2.87, with a standard deviation of .14332. It is within the range of agreement, which means that individuals of the sample believe that Inpha-Médis laboratories are aware of the importance of strategic vigilance in ensuring the achievement of their goals and ensuring their permanent readiness to face changes that may occur in its environment.

The laboratories' interest in the strategic vigilance system is evident through the practices they carry out in this field, which are represented in : searching and collecting information continuously, whether through formal or informal sources, processing, analyzing, storing, protecting and reusing it in order to make appropriate decisions.

2. All the arithmetic mean for the dimensions of the “organizational requirements” axis are within the range of agreement, as their values ranged between 2.75 and 2.99, with standard deviations between .29625 and .03812, while the total arithmetic mean for the “organizational requirements” variable was 2.89, with a standard deviation of .16443. This means that the sample believes that:

- ✍ There is a permanent commitment by the senior management to rely on a system of strategic vigilance
- ✍ The organizational structure applied in laboratories has the necessary characteristics to build a strategic vigilance system
- ✍ Information and communication system in laboratories is appropriate for the success of strategic vigilance system practices
- ✍ The promotion and appreciation system stimulates the practices of strategic vigilance
- ✍ The performance and incentive system is a major motivation for workers to increase their efforts in the field of strategic vigilance
- ✍ The prevailing organizational culture has a positive impact on the practice of strategic vigilance in laboratories

II-7- Test of the hypotheses and discuss of results:

II-7-1- The test for normality of distribution:

In order to test the nature of the distribution followed by the data of the study, the Kolmogorov-Smirnov test was used. In this context, the following two hypotheses were put forward:

H0: Study data follows a normal distribution

H1: Study data do not follow a normal distribution

Table n°9: Kolmogorov-Smirnov test results

	Kolmogorov-Smirnov test	
	Test value	Sig
Strategic vigilance practices	.344	.000
Summit Strategic Commitment	.288	.000
Organizational Structure	.353	.000
Information and communication system	.353	.000
Promotion and appreciation system	.456	.000
Performance and incentive system	.514	.000
Organizational culture	.537	.000

The correlation is significant at the 0.05 level (bilateral)

Source: Prepared by the researcher based on the output of spss v23

Through the results of the previous table, it is clear that the values of the significance level (Sig) for all dimensions and axes of the questionnaire were less than the significance score assumed in the study (5%).

Accordingly, we reject the null hypothesis, and accept the alternative hypothesis that: the study data do not follow a normal distribution, and therefore non-parametric tests will be relied upon to test the study hypotheses.

In order to test the hypotheses of the study, the Spearman test will be relied upon, that is, the rank correlation test, in order to measure the correlation between the variables. This test relies on statistical significance denoted by the letter (r), and the Spearman correlation coefficient is read according to the following table:

Table n°10: Correlation coefficient fields (Spearman)

Correlation coefficient value (Spearman) (+)	Correlation type	Correlation coefficient value (Spearman) (-)	Correlation type
= 0	No correlation	= 0	No correlation
$0 < r < 0,25$	Weak positive correlation	$0 < r < - 0,25$	Weak inverse correlation
$0,25 < r < 0,75$	Medium positive correlation	$- 0,25 < r < - 0,75$	Medium inverse correlation
$0,75 < r < 1$	Strong positive correlation	$- 0,75 < r < - 1$	Strong inverse correlation
= 1	Perfect positive correlation	= -1	Perfect inverse correlation

Source : Hussain Qamber, 2021, Spearman's correlation coefficient in the spss statistics program, <https://www.youtube.com/watch?v=SHj4-vqh64A>

The Spearman test is based on the following hypotheses:

Null hypothesis H0: There is no statistically significant relationship between the variables of the study at a significant level ($\alpha = 0.05$) meaning that ($r = 0$).

Alternative hypothesis H1: There is a statistically significant relationship between the variables of the study at a significant level ($\alpha = 0.05$ meaning that $r \neq 0$).

The null hypothesis is accepted if Sig is greater than the assumed significant score in the study ($\alpha = 0.05$), and vice versa. While the strength of the correlation, if it exists, is evaluated according to the values shown in table 8.

II-7-2- Test of the sub-hypotheses:

The following table shows the values of the Spearman correlation coefficient between the dimensions of organizational requirements and strategic vigilance in Inpha-Médis laboratories:

Table n°11: Correlation coefficient value (Spearman) between dimensions of organizational

Dimensions of independent variable: Organizational requirements	Dependent variable: Strategic vigilance practices	
	Spearman correlation coefficient (r)	Sig
Strategic commitment of administrative leadership	.738	.000
Organizational Structure	.724	.000
Information and communication system	.724	.000
Promotion and appreciation system	.725	.000
Performance and incentive system	.540	.000
Organizational culture	.283	.065

requirements and strategic vigilance

The correlation is significant at the 0.05 level (bilateral)

Source: Prepared by the researcher based on the output of spss v23

 **Test of the first sub-hypothesis:**

H0: There is no statistically significant relationship between strategic commitment of administrative leadership and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between strategic commitment of administrative leadership and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 9, it is clear that the level of significance (Sig) equal to (0.000), which is less than the level of significance assumed in the study (0.05), which indicates the existence of a significant correlation between the strategic commitment of administrative leadership and the strategic vigilance practices in laboratories, as the value of the correlation coefficient was (0.738), that is, there is a medium positive correlation between the two variables, as an increase of one unit in the “strategic commitment of administrative leadership” dimension leads to an increase of 0.738 in strategic vigilance practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

 **Test of the second sub-hypothesis:**

H0: There is no statistically significant relationship between organizational structure and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between organizational structure and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 9, it is clear that the level of significance (Sig) equal to (0.000), which is less than the level of significance assumed in the study (0.05), which indicates the existence of a significant correlation between the organizational structure and the strategic vigilance practices in laboratories, as the value of the correlation coefficient was (0.724), that is, there is a medium positive correlation between the two variables, as an increase of one unit in the “organizational structure” dimension leads to an increase of 0.724 in strategic vigilance practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

Test of the third sub-hypothesis:

H0: There is no statistically significant relationship between information and communication system and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between information and communication system and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 9, it is clear that the level of significance (Sig) equal to (0.000), which is less than the level of significance assumed in the study (0.05), which indicates the existence of a significant correlation between the information and communication system and the strategic vigilance practices in laboratories, as the value of the correlation coefficient was (0.724), that is, there is a medium positive correlation between the two variables, as an increase of one unit in the “information and communication system” dimension leads to an increase of 0.724 in strategic vigilance practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

Test of the Fourth sub-hypothesis:

H0: There is no statistically significant relationship between promotion and appreciation system and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between promotion and appreciation system and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 9, it is clear that the level of significance (Sig) equal to (0.000), which is less than the level of significance assumed in the study (0.05), which indicates the existence of a significant correlation between the promotion and appreciation system and the strategic vigilance practices in laboratories, as the value of the correlation coefficient was (0.725), that is, there is a medium positive correlation between the two variables, as an increase of one unit in the “promotion and appreciation system” dimension leads to an increase of 0.725 in strategic vigilance practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

Test of the fifth sub-hypothesis:

H0: There is no statistically significant relationship between performance and incentive system and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between performance and incentive system and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 9, it is clear that the level of significance (Sig) equal to (0.000), which is less than the level of significance assumed in the study (0.05), which indicates the existence of a significant correlation between the performance and incentive system and the strategic vigilance practices in laboratories, as the value of the correlation coefficient was (0.540),

that is, there is a medium positive correlation between the two variables, as an increase of one unit in the “performance and incentive system” dimension leads to an increase of 0.540 in strategic vigilance practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

✍ Test of the sixth sub-hypothesis:

H0: There is no statistically significant relationship between organizational culture and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between organizational culture and strategic vigilance system practices in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 9, it is clear that the level of significance (Sig) equal to (0.065), which is greater than the level of significance assumed in the study (0.05), which indicates the inexistence of a significant correlation between the the prevailing organizational culture and the strategic vigilance practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

II-7-3- Test of the main hypothesis:

In order to test the main hypothesis of the study, we present the following table that shows the value of the Spearman correlation coefficient between the independent variable "organizational requirements" and the dependent variable "strategic vigilance practices" in Inpha-Médis laboratories :

Table n°12: Correlation coefficient value (Spearman) between “organizational requirements”

	The dependent variable: Strategic vigilance practices	
	Spearman correlation coefficient (r)	Sig
The independent variable: Organizational requirements	.787	.000

and « strategic vigilance »

The correlation is significant at the 0.05 level (bilateral)

Source: Prepared by the researcher based on the output of spss v23

H0: There is no statistically significant relationship between the independent variable “Organizational requirements” and the dependent variable “strategic vigilance system practices” in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

H1: There is a statistically significant relationship between the independent variable “Organizational requirements” and the dependent variable “strategic vigilance system practices” in Inpha-Médis laboratories at a significant level ($\alpha = 0.05$).

Through the results of table 10, it is clear that the level of significance (Sig) equal to (0.000), which is less than the level of significance assumed in the study (0.05), which indicates the existence of a significant correlation between the organizational requirements and the strategic vigilance system practices in laboratories, as the value of the correlation coefficient was (0.787), that is, there is a strong positive correlation between the two variables, as an increase of one unit in the “organizational requirements” leads to an increase of 0.787 in strategic vigilance system

practices in laboratories. Accordingly, we reject the null hypothesis and accept the alternative hypothesis.

Conclusion:

The strategic vigilance system is one of the strategic management systems that organizations rely on to adapt to their environment and anticipate their future. It is a system that allows the organization to monitor changes in its environment, in order to identify the opportunities offered by this latter that must be exploited, and the threats that may face and which must be avoided.

The strategic vigilance system allows the organization to obtain the necessary information with the appropriate quality at the just time, which enables it to take right decisions that would allow it to achieve its goals, and ensure its survival and continuity in light of the fierce competition that its surroundings know.

In order to build a good system of strategic vigilance in organizations, it is necessary to provide a set of organizational requirements represented in: the strategic commitment of administrative leadership to support the philosophy of strategic vigilance, an appropriate organizational structure, an effective information and communication system, an encouraging system of performance and incentives, a system of promotion and appreciation that supports vigilance activity, in addition to the organizational culture that supports vigilance practices within the organization.

1. Study results:

The results of the analysis and hypothesis testing showed:

- ✍ The existence of a medium positive correlation between the strategic commitment of administrative leadership and the strategic vigilance system practices in Inpha-Médis laboratories.
- ✍ The existence of a medium positive correlation between the organizational structure and the strategic vigilance system practices in Inpha-Médis laboratories.
- ✍ The existence of a medium positive correlation between the information and communication system and the strategic vigilance system practices in Inpha-Médis laboratories.
- ✍ The existence of a medium positive correlation between the promotion and appreciation system and the strategic vigilance system practices in Inpha-Médis laboratories.
- ✍ The existence of a medium positive correlation between the performance and incentive system and the strategic vigilance system practices in Inpha-Médis laboratories.
- ✍ the inexistence of a significant correlation between the prevailing organizational culture and the strategic vigilance system practices in Inpha-Médis laboratories.

The results of the research showed that the Inpha-Médis laboratories have the necessary organizational requirements that have a strong positive relationship with the practices of strategic vigilance. This is evident through: the commitment shown by the administrative leadership towards the establishment of a system of strategic vigilance, the availability of an organizational structure and an information and communication system characterized by the necessary characteristics that allow it to adopt this system, the existence of a promotion and appreciation system, and the existence of a structure for performance standards and incentives encouraging the adoption of this approach.

2. Recommendations :

Based on the results reached, the current study recommends the following:

- ✍ Work to spread the culture of strategic vigilance among the various employees at all organizational levels in the organization, and this can be done through organizing forums, conferences and seminars specialized in this field.
- ✍ Activating the process of strategic vigilance, and transforming it from a hidden process into an organized one with clear features.
- ✍ Training a specialists in the field of strategic vigilance.
- ✍ Improving information and communication systems in order to improve the level of performance of the strategic vigilance system.
- ✍ Work to involve employees at the various organizational levels in the environmental monitoring process, and make them aware of the importance of this process in ensuring the excellence and continuity of the organization.
- ✍ Encouraging and motivating employees to work together, and making them feel that working in a team is one of the important factors in the success of the strategic vigilance system in the organization.

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