



## STRATEGIC VIGILANCE AND ITS IMPACT ON ENHANCING ADAPTIVE PERFORMANCE A SURVEY OF THE OPINIONS OF A SAMPLE OF OFFICERS IN THE WASIT GOVERNORATE POLICE DIRECTORATE

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Article history:	Abstract:
<p><b>Received:</b> November 10<sup>th</sup> 2021 <b>Accepted:</b> December 11<sup>th</sup> 2021 <b>Published:</b> January 30<sup>th</sup> 2022</p>	<p>This study aims to investigate the relationship between strategic vigilance and adaptive performance, specifically in the Wasit Governorate Police Directorate, despite the scarcity of studies that attempted to determine the nature of the relationship between the study variables (strategic vigilance, adaptive performance). The organizational environment of any organization is "lack of interest in enhancing adaptive performance in light of a low level of strategic vigilance". This study gained its importance as it sheds light on two important variables at the organizational and functional level in organizations, namely (strategic vigilance and adaptive performance).</p> <p>In this study, electronic questionnaire technology was used to collect data. The researcher focused on the officers working in the Wasit Governorate Police Directorate as the target study community (236), and the final number of participants in the study was (218), i.e. a response rate of (92,37%). Where several statistical techniques were employed for statistical analysis by the two programs SPSS and Smart-PLS, and the study came out with the following: Theoretical results: There is a knowledge gap to explain the nature of the relationship between the study variables (strategic vigilance and adaptive performance) in organizations in general and security institutions in particular. Process: The practical results showed an influence relationship between the study variables, which is a direct influence relationship between strategic vigilance and adaptive performance.</p>

**Keywords:** Strategic Vigilance, Adaptive Performance

### INTRODUCTION

Information has become an essential and strategic resource that allows those who control it the ability to respond to market requirements more quickly, and this shows the importance of establishing a system that enables the organization to monitor weak signals, for everything that happens in its environment on a permanent and continuous basis, and this system is represented in strategic vigilance that facilitates the organization's detection Strategic information that enables it to be aware of the opportunities or dangers it faces.

Hence, the organization's reliance on the strategic vigilance system has become vital, as it not only allows to exploit opportunities and avoid threats, but also allows to keep pace with the requirements of rapid technological and informational developments. Develop mechanisms that contribute to understanding the best markets and their working mechanism, and activate technology to increase their profits. Achieving these goals can only be achieved by directing attention towards improving adaptive performance as it is one of the most important tools and successful methods for adapting to the current stage and enabling the organization to continue, grow and achieve excellence in its field of activity. By enhancing its adaptive performance and providing its requirements.

## The first topic: Methodology

### 1. Study problem:

The failure to enhance the adaptive performance of the officers of the Wasit Governorate Police Directorate under study may be a result of not adopting strategic vigilance.

### 2. The importance of the study:

This importance includes the following:

- A. The belief of the Wasit Governorate Police Directorate in the importance of encouraging its leaders to use and strengthen strategic vigilance will enable it to achieve its goals effectively.
- B. Field utilization of the results of the current study, by adopting them as objective measures that enable the Wasit Governorate Police Directorate under study regarding the effectiveness of strategic vigilance to achieve its objectives and adapt them.
- c. In the current study, the researcher employed scales that were used in various international environments, to measure the study variables represented by (strategic vigilance, and adaptive performance), and they were adapted to suit the environment of security organizations in Iraq.

### 3. Study objectives:

The objectives of the current study were formulated according to the questions that were mentioned above, and accordingly they are represented in the following:

- a. To ascertain the extent to which the commanders in the Wasit Governorate Police Directorate under study are aware of the dimensions of strategic vigilance.
- B. Knowing the level of adaptive performance in the Wasit Governorate Police Directorate under study.
- c. Testing the effect of strategic vigilance on adaptive performance in the Wasit Governorate Police Directorate under study.

### 4. Study hypotheses:

There is a positive and significant effect of strategic vigilance on adaptive performance, and four sub-hypotheses emerge from this hypothesis:

- A. There is a positive and significant effect of leadership commitment on adaptive performance.
- B. There is a positive and significant effect of strategic insight on adaptive performance.
- C. There is a positive and significant effect of strategic flexibility on adaptive performance.
- D. There is a positive and significant impact of accountability and participation in adaptive performance.

### 5. Scope of study:

- a. Applied scope of the study: The applied scope of the study was limited to one of the Iraqi security organizations represented by the Wasit Governorate Police Directorate.
- B. Time range of the study: The time range of the study is the period in which the researcher distributed the questionnaire forms in the directorate under study, which is the period from (1/15/2021) to (12/3/2021).

## The Second Topic: Strategic Vigilance

### First: The concept of strategic vigilance

Weak organizations that lack the flexibility to deal and respond quickly to early warning signs and signals in the surrounding environment, are not able to advance over competitors and cannot achieve a good position in the market, but in the future may have to lose their current position as well. Speed of response and high flexibility require a set of The capabilities that organizations build through investment and through nurturing a culture of curiosity and information search and reducing uncertainty as much as possible and this is achieved through the application of the so-called strategic vigilance (Lalao & Gannouni, 2019: 130).

Strategic vigilance is the information race through which the organization tries to listen to its external environment for the purpose of finding the best opportunities and exploiting them in a timely manner, and to avoid or reduce the effects of threats after their identification. All developments surrounding the organization as it is described as the organization's radar that enables it to search for and process information to enable it to make the right decisions at the right time (Alshaer, 2020: 83).

(Schoemaker & Day, 2020: 1) adds that strategically vigilant organizations are flexible organizations that are able to adapt and keep pace with changes in their external environments and are always ready to look for early signs of the threats they face and the opportunities they face as well, and they are organizations that are able to outperform their competitors through Its constant quest to search for more information to get a good position in the market. It is worth noting that strengthening strategic vigilance in the organization, according to what he sees (Schoemaker et al., 2013: 816), requires a set of capabilities that the organization builds, which include: assets, resources, in addition to leaders' responsibility, commitment and adoption of flexible and adaptable organizational processes to make the strategy that It is characterized by thinking from the outside in, supporting coordination and accountability methods in working within the organization and designing a culture based on the easy exchange and sharing of information to enhance organizational agility.

### Second: The importance of strategic vigilance:

Strategic vigilance is an important issue for all organizations seeking to keep pace with the dynamic developments and changes in their sector, as strategic vigilance increases the ability of organizations to sense the

risks that threaten them and the opportunities available to them through the allocation of assets, capabilities and organizational resources (Alshaer, 2020: 82).

Strategic vigilance helps organizations avoid the state of ambiguity and uncertainty that they are exposed to through the information they provide to the organization, which later enables them to face challenges, think and find solutions to the problems they face (Lee & Aaker, 2004: 206).

Strategic vigilance enables the leaders of organizations to constantly search for the best and try to anticipate events and spread a culture of information sharing among individuals within the organization and to find the best solutions and openness of thinking and the constant desire to bring about change and progress, as these leaders are the ones who enable the organization to remain strategically vigilant (Heintz et al., 2016: 10).

In the same context, (Sewpersadh, 2019: 4) indicated that strategic vigilance is a foresight tool that has an important warning role for decision makers and officials, which contributes to avoiding harm to the organization or entering into an economic, social or environmental crisis, as according to the process of strategic vigilance after collecting information The necessary and assessment of the internal and external environment Alarms and warnings are sent directly to the leaders and those responsible for making decisions in the organization, and according to this information, the necessary decisions are taken to avoid threats or to exploit opportunities.

**Third: Objectives of strategic vigilance:**

In light of the above, through strategic vigilance, the organization seeks to achieve a set of goals that (Khalil, 2019: 5) can summarize in several points, as follows:

1. Predicting the opportunities available to the organization and exploiting them well and reducing as much as possible the threats and risks and preparing to confront them.
2. Determining the best practices that bring positive advantages to the organization and its strategies, thus ensuring that it faces competitors within its sector of work.
3. Achieving comprehensive efficiency in strategic information systems and in the fields (marketing, commercial, technological and environmental).
4. Analysis of the technical, practical and technological environment of the organization.
5. Comparing the organization's performance with that of its competitors for the purpose of developing performance and gaining a competitive advantage.
6. Topical evaluation of the organization's current competitive position in relation to competitors.
7. Choosing the appropriate projects that are profitable for the organization.
8. Achieving a high level of processing various information according to the organization's status, which helps to make decisions.

**Fourth: The stages of strategic vigilance:**

And that the stages of strategic vigilance that the organization follows to manage crises and face risks or to exploit the opportunities available to it requires capable leaders who are able to achieve these stages to make the best decisions in such crises and situations, relying on teamwork and the participation and support of all individuals working to maintain the organization's current position or to move the organization to a better market position (Brockner, 2004: 203-204). Strategic vigilance consists of three stages, as mentioned by the likes of: (Godet, 1990: 737; Olszak & Ziembra, 2007: 136), which are (the search for information, the analysis and processing of information, the use of information and decision-making) and as shown in Figure (1) ) below:

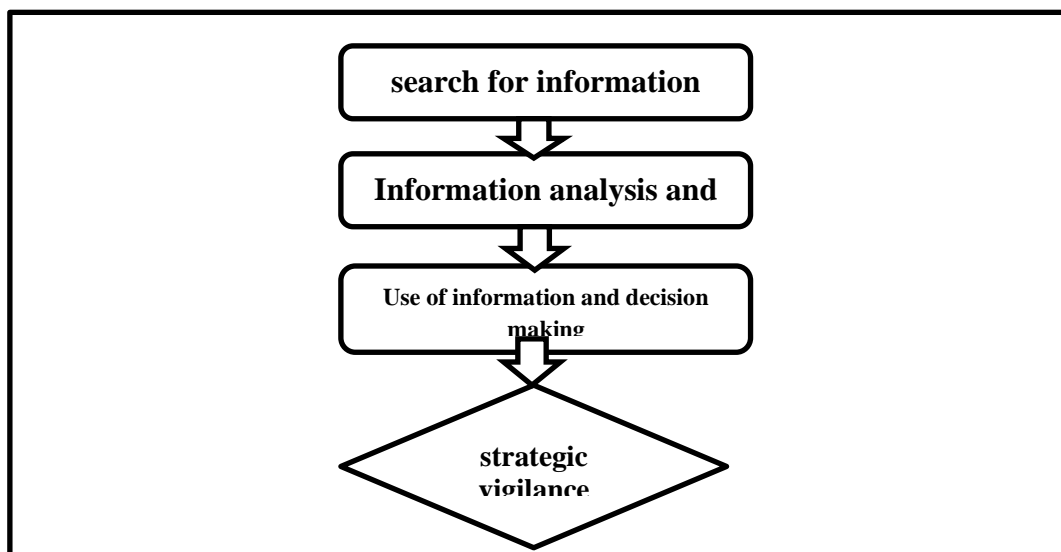


Figure (1) The stages of strategic vigilance

Source: Prepared by the researcher based on the literature.

**Sixth: Types of strategic vigilance:**

Strategic vigilance is one of the basic pillars for managing information resource systems in the organization, which enables it to be effective, able to compete with other organizations and able to determine a good position in the market (Mahdi, 2019: 6). Achieving this requires that the organization be vigilant in all areas of technology, competitiveness, marketing and the environment. In this context, a number of researchers, such as Heintz et al., 2016: 4-5; Imad, 2017: 41; Mahmood, 2020: 576)) There are four types of strategic vigilance, which are (technological vigilance, competitive vigilance, marketing vigilance, and environmental vigilance), as shown in Figure (2) below:

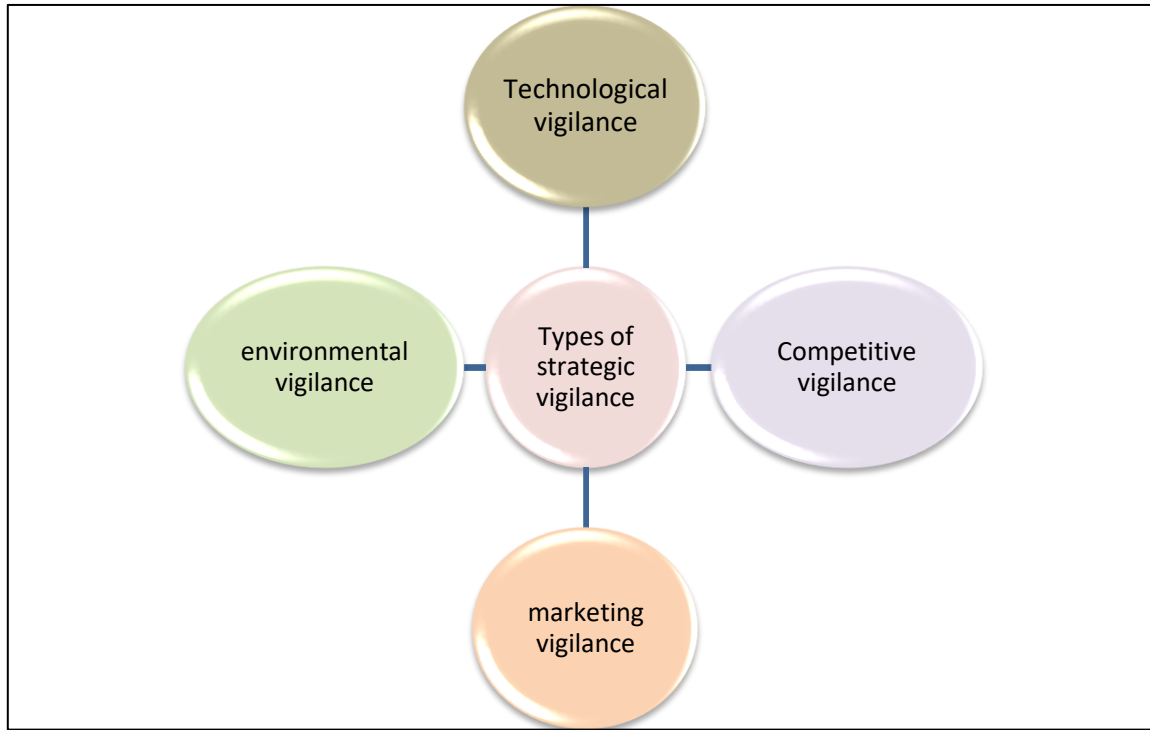


Figure (2) Types of strategic vigilance

Source: Prepared by the researcher based on the literature.

**The third topic: adaptive performance**

**First: The concept of adaptive performance:**

The concept of adaptive performance originated in the nineties of the last century and then expanded to include the performance of the organization leader and his behaviors that are compatible with organizational development, and adaptive performance refers to the ability of organizational leaders to adapt to dynamic work situations and the ability to modify behavior according to the requirements of new environments, situations or events (Voirin & Roussel, 2012: 280).

Adaptive performance expresses the rapid response to all changes that the organization is exposed to, and represents the proactive efforts made by the leaders of organizations for the purpose of changing the environment, and adaptive performance reflects all behaviors that are associated with gaining competence and adaptation involves doing the same activity but to a greater degree and intensity or in a significantly different way (Johnson et al., 1995: 697).

(Han & Williams, 2008: 659) indicated that adaptive performance also includes the leader's ability to solve new problems, find the best solutions, and develop creative approaches to deal with atypical, non-specific or complex problems facing him, in addition to the ability and ability to manage stress related to nature. The rapid and unexpected change in their working conditions, avoiding anxiety and panic and continuing to take appropriate decisions, which leads to a positive impact on all individuals working in the organization.

**Second: The importance of adaptive performance:**

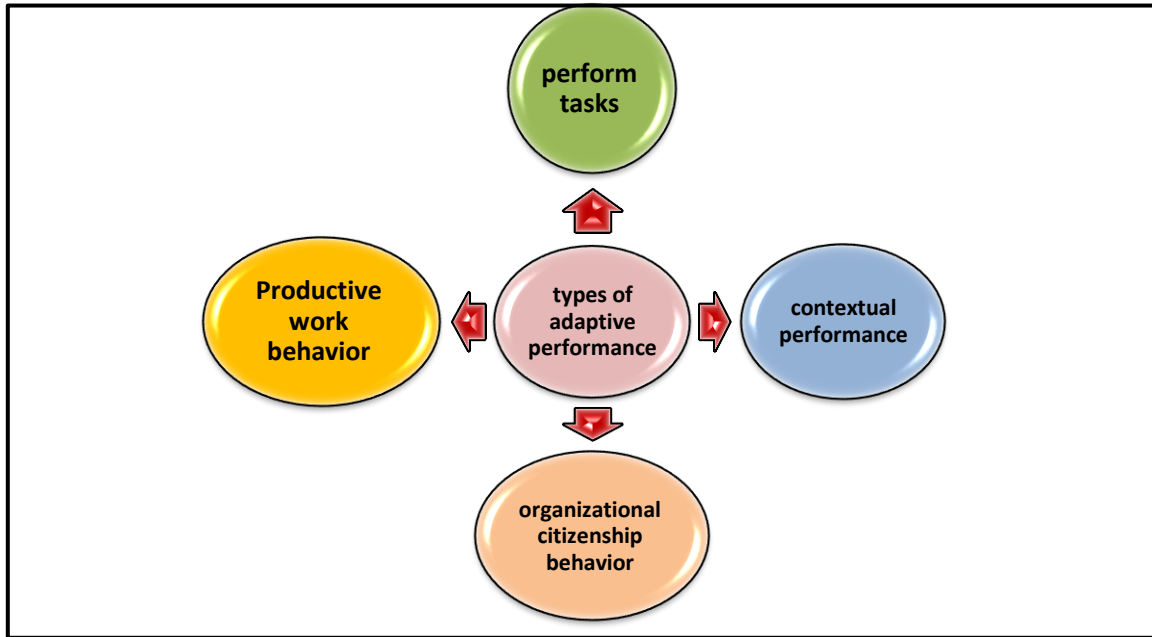
(Shoss et al., 2012: 912) indicated the importance of organizational leaders possessing adaptive performance in several points, as follows:

1. The ability of leaders in organizations to deal with emergencies, natural disasters, or various crisis situations that the organization is exposed to.
2. Adaptive performance enables leaders to control stress, fatigue and pressures in the work environment.
3. It enhances the creative ways that leaders have to solve the problems they face.
4. Dealing with and controlling the environments of uncertainty that the organization is exposed to.
5. Learn job tasks, techniques, and procedures.
6. Demonstrate the ability to adapt to working individuals and at all organizational levels.

- 7. Establish positive relationships with others.
- 8. Demonstrate and enhance the capacity for cultural, personal and physical adaptability.

**Third: Types of adaptive performance:**

Adaptive performance is one of the behaviors that have effects on organizational effectiveness, and supports all environmental, organizational, social and psychological behaviors. Working within the organization, these adaptive behaviors categorized as adaptive performance reflect changing competencies and applying them in response to expected or current change. (Shoss et al., 2012: 912; Kanten et al., 2015: 2) that adaptive performance includes a variety of behaviors, which include four types (task performance, contextual performance, organizational citizenship behavior, productive work behavior ) As shown in Figure (3) below:



**Figure (3) Types of adaptive performance**

Source: Prepared by the researcher based on the literature.

**Fourth: Factors Affecting Adaptive Performance:**

There are many external and internal factors that affect the adaptive performance of leaders in organizations, such as innovative organizational climate, transformational leadership, organizational policies, collective learning climate, organizational structures, and organizational learning, all of which positively affect the adaptive performance of leaders. (Kanten et al., 2015: 2) identifies five factors that positively affect the adaptive performance of leaders, which include (job satisfaction, organizational commitment, employee performance, employee retention, and human resource management practices) as shown in Figure (4) below:



**Figure (4) Factors affecting adaptive performance**

Source: Prepared by the researcher based on the literature

**Fifth: Dimensions of adaptive performance:**

Adaptive performance includes all behaviors adapting to changes that occur in tasks, work requirements, teams, groups, and organizational levels as well. Adaptation at the team level and having information to adapt to changes in the organization reflects adaptation at the organization level (Shoss et al., 2012: 912). And both (Voinin & Roussel, 2012: 284; Shoss et al., 2012: 912) mentioned five dimensions of adaptive performance, which are (dealing with unexpected situations, dealing with work pressures, creative problem solving, learning, and demonstrating the ability to personal adaptation). ) And as shown in Figure (5) below:

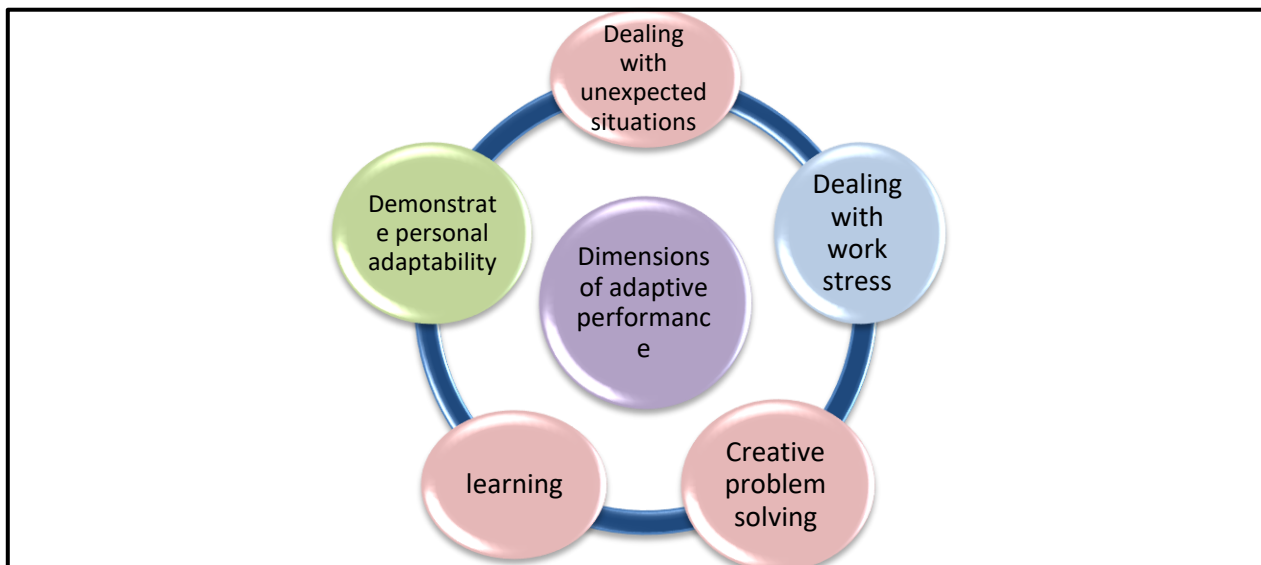


Figure (5) Dimensions of adaptive performance

Source: Prepared by the researcher based on the literature.

**Fourth topic: the practical side**

**First: a descriptive analysis of the study variables**

The descriptive analysis aims to present the full picture of the data collected by the researcher and work to summarize it through the use of measures of central tendency and measures of dispersion, and through these measures it is possible to identify the extent of the spread of variables and dimensions of the study in the organization in question, as well as an indication of the homogeneity of the responses obtained.

1- Descriptive analysis of the strategic vigilance variable

Through the use of the SPSS statistical package, the arithmetic mean analysis was conducted as an indicator of the central tendency of the data, the standard deviation was also analyzed as an indicator of the extent of the data scattering, and the table (1) below shows the results that were reached.

Table (1) Descriptive analysis of the strategic vigilance variable

Dimensions	Paragraph	Mean	Std. Deviation
<b>leadership commitment SC</b>	SC1	2.45	.988
	SC2	2.44	.969
	SC3	2.33	.975
	SC4	1.98	.882
	SC	2.3005	.75728
<b>strategic insight SI</b>	SI1	2.63	.999
	SI2	2.83	.941
	SI3	2.85	.921
	SI4	2.68	1.041
	SI5	2.56	.925
	SI	2.7119	.77468
<b>Strategic flexibility SF</b>	SF1	2.47	.901
	SF2	2.67	1.003
	SF3	2.49	.971
	SF4	2.45	.900
	SF	2.5195	.77245
	SP1	2.56	1.001



<b>Accountability and participation SP</b>	SP2	2.94	1.028
	SP3	2.01	.948
	SP4	2.09	.807
	SP	2.4025	.72993
<b>strategic vigilance STV</b>	STV	2.4836	.67707

Source: SPSS output

The results presented in Table (1) indicate that the arithmetic mean values for all dimensional paragraphs did not exceed the hypothetical mean of the five-point Likert scale, which is (3), and this indicates the weak spread of this variable in the organization under study, as well as the results showed a decrease in the standard deviation, which indicates that Homogeneity and consistency of responses.

Based on the results of the descriptive analysis of the strategic vigilance variable, Table (2) reviews the ordinal importance of the dimensions of this variable depending on the arithmetic mean values.

Table (2) Ordinal importance of the dimensions of the strategic vigilance variable

The dimension	average	standard deviation	ordinal importance
leadership commitment SC	2.3005	.75728	4
strategic insight SI	2.7119	.77468	1
Strategic flexibility SF	2.5195	.77245	2
Accountability and participation SP	2.4025	.72993	3

Source: SPSS output

Table (2) reviews the ordinal importance of the dimensions of the strategic vigilance variable, as the dimension of strategic insight ranked first, and this indicates that it is the most prevalent dimension in the organization under study, while the dimension of leadership commitment ranked last in terms of ordinal importance.

2 -Descriptive analysis of the adaptive performance variable

Through the use of the SPSS statistical package, the arithmetic mean was analyzed as an indicator of the central tendency of the data, and the standard deviation was also analyzed as an indicator of the extent of the data scattering, and the table (3) below shows the results that were reached.

Table (3) Descriptive analysis of the adaptive performance variable

Dimensions	Paragraph	Mean	Std. Deviation
Dealing with unexpected situations AU	AU1	1.76	.635
	AU2	1.77	.702
	AU3	1.65	.590
	AU4	1.81	.636
	AU	1.7466	.49912
AS Dealing with work stress	AS1	1.88	.654
	AS2	1.71	.618
	AS3	1.84	.663
	AS	1.8104	.51969
Creative problem solving AP	AP1	1.72	.605
	AP2	1.67	.638
	AP3	1.78	.708
	AP4	1.89	.672
	AP	1.7661	.51114
learning AL	AL1	1.66	.556
	AL2	1.55	.584
	AL3	1.78	.647
	AL4	1.79	.773
	AL	1.6950	.51850
Demonstrate personal	AC1	1.97	.820

adaptability AC	AC2	1.59	.563
	AC3	1.62	.589
	AC4	1.67	.591
	AC	1.7144	.48734
adaptive performance ADP	ADP	1.7465	.39630

Source: SPSS output

The results presented in Table (3) indicate that the arithmetic mean values for all dimensional paragraphs did not exceed the hypothesized mean of the five-point Likert scale, which is (3), and this indicates the weak spread of this variable in the organization under study, as well as the results showed a decrease in the standard deviation, which indicates that Homogeneity and consistency of responses.

Based on the results of the descriptive analysis of the strategic vigilance variable, Table (4) reviews the ordinal importance of the dimensions of this variable depending on the values of the arithmetic mean.

Table (4) Ordinal importance dimensional variable adaptive performance

The dimension	average	standard deviation	ordinal importance
Dealing with unexpected situations AU	1.7466	.49912	3
Dealing with work stress AS	1.8104	.51969	1
Creative problem solving AP	1.7661	.51114	2
learning AL	1.6950	.51850	5
Demonstrate personal adaptability AC	1.7144	.48734	4

Source: SPSS output

Table (4) reviews the ordinal importance of the dimensions of the adaptive performance variable, as it ranked after dealing with the first work pressures, and this indicates that it was the most prevalent dimension in the organization under study, while the dimension of showing the ability to personal adaptation ranked last in terms of ordinal importance.

**Second: Evaluation of the measurement model for the strategic vigilance variable:**

For the purpose of evaluating the measurement model for the strategic vigilance variable, the measurement model was built using the advanced statistical program SmartPLS, as Figure (6) below displays the measurement model, and the table (5) below shows the results that have been reached.

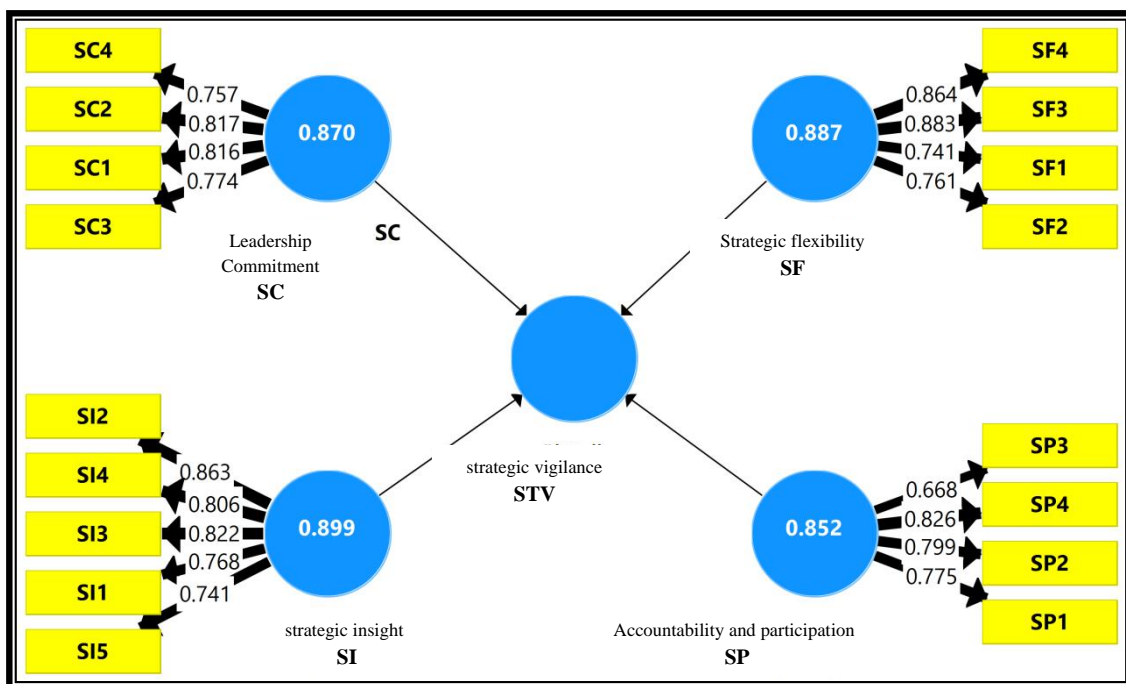


Figure (6) Measurement model for the strategic vigilance variable

Note: The values on the arrows represent saturations, while the values on the circles represent the complex stability  
Source: SmartPLS outputs



Table (5) Results of the evaluation of the measurement model for the strategic vigilance variable

AVE	compound stability	Cronbach Alpha	saturates	paragraphs	The dimension
0.626	0.87	0.803	0.816	SC1	<b>leadership commitment SC</b>
			0.817	SC2	
			0.774	SC3	
			0.757	SC4	
0.642	0.899	0.862	0.768	SI1	<b>strategic insight SI</b>
			0.863	SI2	
			0.822	SI3	
			0.806	SI4	
			0.741	SI5	
0.664	0.887	0.835	0.741	SF1	<b>Strategic flexibility SF</b>
			0.761	SF2	
			0.883	SF3	
			0.864	SF4	
0.592	0.852	0.773	0.775	SP1	<b>Accountability and participation SP</b>
			0.799	SP2	
			0.668	SP3	
			0.826	SP4	

Source: SmartPLS outputs

The results presented in Table (5) indicate that all dimensions meet the acceptable limits of the criteria of the measurement model. As for the paragraphs, all of them have achieved the required criterion of saturation, except for paragraph (SP3), which did not achieve the ideal criterion of saturation, but the deletion of this paragraph did not lead to an increase in the rest of the criteria of the measurement model, and therefore this paragraph was kept.

The final step in evaluating the measurement model includes conducting a discriminatory validity test through the advanced statistical program SmartPLS, using the HTMT standard, and table (6) displays the results of this test.

Table (6) HTMT test for the strategic vigilance variable

SP	SI	SF	SC	
				SC
			0.491	SF
		0.656	0.504	SI
	0.602	1.024	0.667	SP

Source: SmartPLS output.

The results presented in Table (6) indicate that the achievement of all dimensions of the acceptable limits of the HTMT standard, and this proves the achievement of all dimensions of discriminatory honesty.

**Third: Evaluation of the measurement model for the adaptive performance variable:**

For the purpose of evaluating the measurement model for the adaptive performance variable, the measurement model was built using the advanced statistical program SmartPLS, as Figure (7) below displays the measurement model, and the table (7) below displays the results that have been reached.

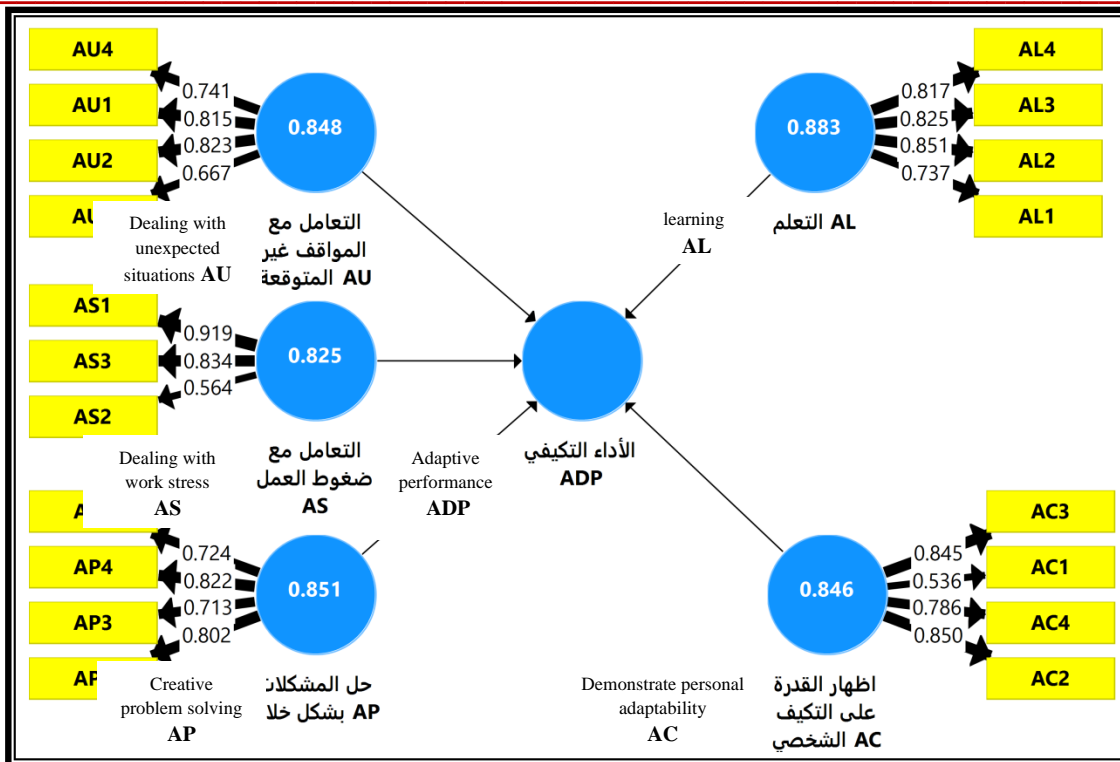


Figure (7) Measurement model for the adaptive performance variable

Note: The values on the arrows represent saturations, while the values on the circles represent the complex stability  
 Source: SmartPLS outputs

Table (7) Results of evaluating the measurement model for the adaptive performance variable

AVE	compound stability	Cronbach Alpha	saturates	paragraphs	The dimension
0.584	0.848	0.783	0.815	AU1	Dealing with unexpected situations AU
			0.823	AU2	
			0.667	AU3	
			0.741	AU4	
0.62	0.825	0.728	0.919	AS1	Dealing with work stress AS
			0.564	AS2	
			0.834	AS3	
0.588	0.851	0.787	0.724	AP1	Creative problem solving AP
			0.802	AP2	
			0.713	AP3	
			0.822	AP4	
0.654	0.883	0.827	0.737	AL1	learning AL
			0.851	AL2	
			0.825	AL3	
			0.817	AL4	
0.586	0.846	0.766	0.536	AC1	Demonstrate personal adaptability AC
			0.85	AC2	
			0.845	AC3	
			0.786	AC4	

Source: SmartPLS outputs

The results presented in Table (7) indicate that all dimensions meet the acceptable limits of the criteria of the measurement model. As for the paragraphs, all of them have achieved the required criterion of saturation, except for paragraphs (AU3, AS2, AC1) that did not achieve the ideal criterion of saturation, but the deletion of these paragraphs did not lead to an increase in the rest of the criteria of the measurement model, and therefore this paragraph was kept.

The last step of evaluating the measurement model includes conducting a discriminatory validity test through the advanced statistical program SmartPLS, using the HTMT criterion. Table (8) presents the results of examining this test.

Table (8) HTMT test for the strategic vigilance variable

AS	AP	AL	AC	
				AC
			0.641	AL
		0.732	0.54	AP
	0.799	0.685	0.688	AS
0.704	0.728	0.596	0.505	AU

Source: SmartPLS outputs.

The results presented in Table (8) indicate that the achievement of all dimensions of the acceptable limits of the HTMT standard, and this proves the achievement of all dimensions of the discriminatory validity.

**Fourth: Evaluation of the structural model and testing of hypotheses**

After completing the evaluation of the measurement model in the previous section, which represented the first step of the partial least squares structural modeling steps (PLS-SEM), the current topic will be concerned with conducting the second and final step, which is to evaluate the measurement model and the interspersed with that of testing the research hypotheses, as well as measuring the explanatory power. for variables through the interpretation coefficient R2.

**1. Structural Model Evaluation Criteria**

The structural model is concerned with examining the relationships between the model variables, and the process of evaluating the structural model in the partial least squares structural model PLS-SEM includes four criteria, which are reviewed in Table (9) below.

Table (9) PLS-SEM Least Squares Modeling Standards

acceptable limit	Standard
VIF contrast amplification factor < 5	VIF . Linear Correlation Assessment
t value > 1.96; p value < 0.05	Significance of path coefficients
indicate small, medium, large effect 0.75 ,0.50 ,0.25	The coefficient of R <sup>2</sup> determination
refer to small, medium, large effect 0.35 ,0.15 ,0.02	f <sup>2</sup> Effect size

Source: (Hair et al., 2017)

**A. Linear Correlation Assessment**

Collinearity Assessment occurs when there is a high level of correlation between two independent variables, and according to the rule of (Hair et al., 2017), the Variance Inflation Factor (VIF) should not be more than (5).

**B- Path parameters**

The Path Coefficients represent the direct effects between the model variables, whose value is between ±1, so the effect relationship is positive when the path coefficient is more than zero, and the effect relationship is negative when the effect coefficient is less than zero. For the purpose of verifying the significance of the path coefficient, the bootstrapping process must be performed, which results in calculating the value of t, which must be equal to or more than 1.96, in addition to calculating the value of P, whose value must be equal to or less than 0.05 (Hair et al., 2017, p. 195).

**C -Coefficient of Determination R2**

The Coefficient of Determination R2, or what is also called the interpretation coefficient, works to find the extent to which the independent variable can explain the dependent variable. Its value ranges between 0 and 1, as the closer the value of the coefficient of determination is to one, the greater the ability of the independent variable to explain the dependent variable.

**D -Effect Size f<sup>2</sup>**

The effect size measures the extent of the contribution of the variable in the formation of the coefficient of determination, and therefore the effect size will be very important in measuring the extent of the contribution of each dimension of the determination of the value of the coefficient of determination, and to interpret the results of the effect size it indicated (Hair et al., 2017, p 201) showed that the values 0.02, 0.15, 0.35 indicate a small, medium and large effect of the effect size.

**Second: Test the first main hypothesis**

The first main hypothesis (H1) states the following: "There is a positive and significant effect of strategic vigilance on adaptive performance." For the purpose of testing this hypothesis, the structural model was built in Figure (8), and the table (10) below shows the results of the model evaluation. structure of this hypothesis.

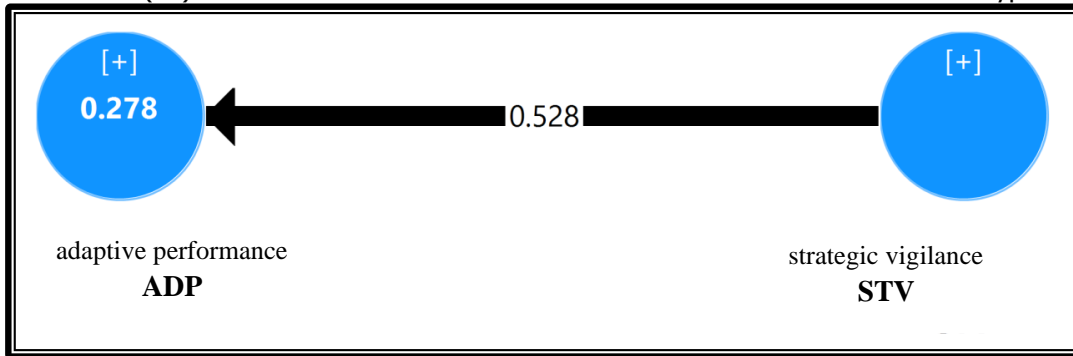


Figure (8) Structural model to test the first main hypothesis

Note: The numbers in the arrows represent the path coefficient, while the numbers in the circles represent the coefficient of determination, and the symbol [+] indicates that the paragraphs dependent on the variable are hidden because they are not needed in the evaluation of the structural model.

Source: program output SmartPLS

Table (10) results of the evaluation of the first main hypothesis model

R <sup>2</sup> the average	The coefficient of determination R <sup>2</sup>	Effect size f <sup>2</sup>	The result	p Value	t Value	Path parameter	VIF	path	Hypothesis
0.272	0.278	0.230	Acceptance	0	23.326	0.528	1	STV → ADP	H1

Source: program output SmartPLS

Table (10) presents the results of evaluating the structural model for the first main hypothesis, which showed that the path coefficient (influence) reached (0.528), and to verify the significance of the effect, the values of t and p meet the required limits and thus accept this hypothesis. For the purpose of showing the explanatory power of the model, the adjusted coefficient of determination R<sup>2</sup> reached (0.272), and this indicates that the strategic vigilance variable explains the adaptive performance variable at 27.2% and the rest of the percentage are other factors that the study did not address.

**Third: Testing the sub-hypothesis of the first main hypothesis**

The sub-hypotheses of the first main hypothesis (H1-1, H1-2, H1-3, H1-4) state the following:

- H1-1: There is a positive, significant effect of leadership commitment on adaptive performance.
- H1-2: There is a positive, significant effect relationship of strategic insight into adaptive performance.
- H1-3: There is a positive and significant effect of strategic flexibility in adaptive performance.
- H1-4: There is a positive and significant influence relationship for accountability and participation in adaptive performance.

For the purpose of testing these hypotheses, the structural model in Figure (9) was built.

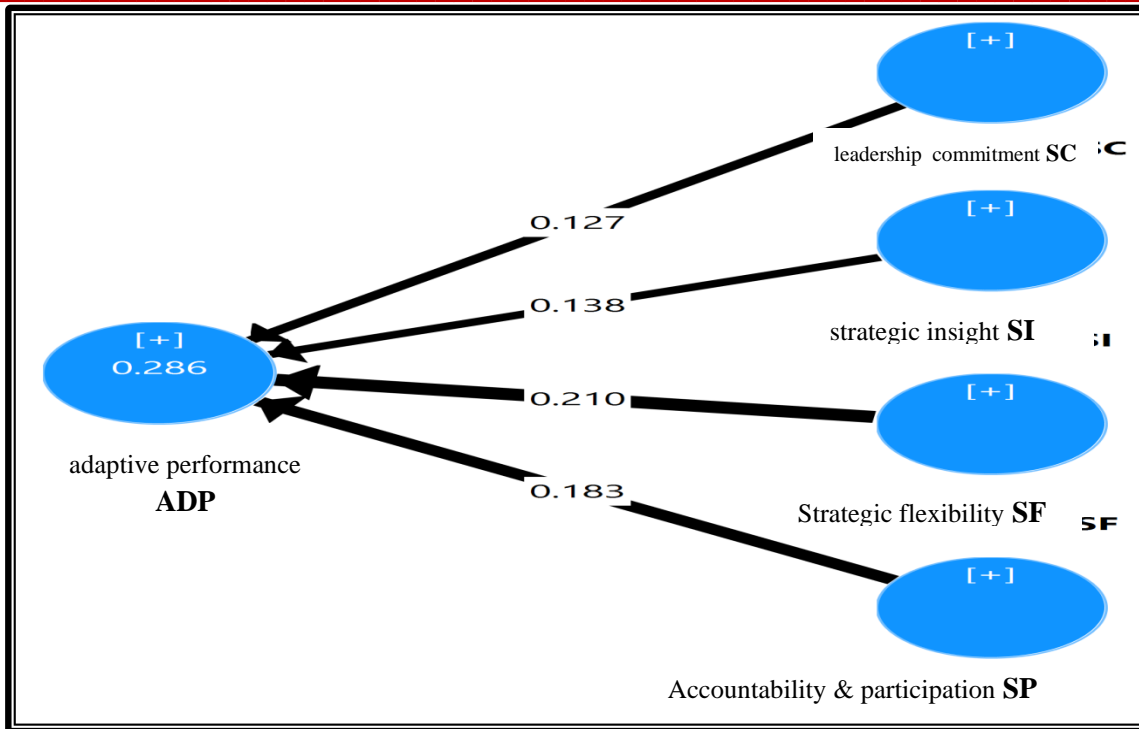


Figure (9) The structural model for testing the sub-hypotheses of the first main hypothesis

Note: The numbers in the arrows represent the path coefficient, while the numbers in the circles represent the coefficient of determination, and the symbol [+] indicates that the paragraphs dependent on the variable are hidden because they are not needed in the evaluation of the structural model.

Source: SmartPLS outputs

## CONCLUSIONS

1. The results of the descriptive analysis showed that the dimensions of strategic vigilance are clearly perceived by the sample members (offices of the Wasit Governorate Police Directorate), which concludes that strategic vigilance is one of the leadership behaviors practiced in the Wasit Governorate Police Directorate, as all the sample answers were homogeneous and compatible. On the dimensions of strategic vigilance.
2. The results of the descriptive analysis showed that the dimensions of adaptive performance were clearly perceived by the sample members (officers of the Wasit Governorate Police Directorate), as the results of the descriptive analysis showed that all the answers of the study sample were homogeneous and compatible about the dimensions of adaptive performance, and thus it can be considered as one of the administrative phenomena in Wasit Governorate Police Directorate.
3. The results of the statistical analysis showed the existence of a positive, direct and significant effect of strategic vigilance with its dimensions (leadership commitment, strategic insight, strategic flexibility, accountability and participation) in adaptive performance with its combined dimensions (dealing with unexpected situations, dealing with work pressures, solving problems in a manner Creative, learning, showing personal adaptability).
4. The results of the statistical analysis confirmed the existence of positive, direct and moral influence relationships of strategic vigilance, with its individual dimensions, on adaptive performance (with its combined dimensions).

## RECOMMENDATIONS

### The first axis: recommendations for the strategic vigilance variable.

1. The necessity for the senior administration in the Wasit Governorate Police Directorate to enhance the attention to the dimensions of strategic vigilance and to clarify its content and deepen it in the leadership trends and seek to transfer and root it in the organizational behavior of the working individuals and embody this through the strong relations that enhance the state of interaction between the leadership in the Wasit Governorate Police Directorate and its affiliates. road:
  - Work must be done to increase communication between the leadership and personnel working more effectively, and to increase coordination and cooperation with other security agencies in the same geographical area, and to develop security plans that can be changed or modified as required by circumstances and need, and to raise the sense of security for personnel working to be more prepared for any An emergency situation by sensing vulnerabilities and monitoring external threats.
  - The security strategy of the Wasit Governorate Police Directorate must be flexible and adaptable according to developments, and great attention must be paid to making the most of technology and modern technologies in the

field of data analysis and information acquisition. As well as conducting a periodic review of priorities and strategic options in the light of emerging information, benefiting from past mistakes and developing the spirit of learning from past experiences.

2. Increasing the level of interaction between the senior leadership and the working individuals at a higher level than what exists on the ground, by reviewing the plans and strategies for the working individuals and clarifying the potential dilemmas and difficulties to benefit from the exchange of views and discussion of proposals as they are in direct contact with the field work.
3. Enhancing a culture of belief in self-abilities, which helps to create a positive work environment and establish the values of commitment among working individuals, which aims to analyze the conditions of the Directorate and work elements in order to develop personal adaptation strategies and seize opportunities to work more vigilantly and creatively.

### **The second axis: recommendations for the adaptive performance variable.**

1. The necessity of increasing the interest of the senior leadership in the Wasit Governorate Police Directorate in the dimensions of adaptive performance as it is an important entry point for institutional excellence and focus on spreading a culture of learning. This is achieved through:
  - Understand the reasons for adaptive performance and work to spread awareness and issue directives to enhance it by spreading a culture of reliance on a variety of sources and increasing interaction between leaders and working individuals.
  - Encouraging working individuals to put forward initiatives and innovations in the field of improving work methods.
  - Involving the largest possible number of individuals working in seminars and conferences and holding training courses that will develop their knowledge skills in their field of occupation.
  - Fairness in granting moral and material rewards to working individuals, as well as appreciation and discrimination between individuals, and it should be based on exceptional performance.
  - Making individuals accomplish their job tasks in the ways and methods that are compatible with their skills.
2. Encouraging the spirit of cooperation among the working individuals and working in the spirit of one team for the purpose of accomplishing the tasks entrusted to them.
3. Monitoring and evaluating the implementation results against the set goals and rates.

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