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The Relationship Between Entrepreneurial Vigilance and Strategic Capabilities and Its Impact on The Effectiveness of Decision-Making: A field study at the College of Kut Private University/Wasit

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Abstract: The current study aims primarily to demonstrate the impact of entrepreneurial vigilance and strategic capabilities on the decision-making, to determine the level of awareness of the study sample of the dimensions of entrepreneurial vigilance represented by (scanning and research, cooperation and communication, and evaluation and judgment), to determine the level of availability of the dimensions of strategic capabilities from the point of view of the research sample at the College of Kut Private University, and to demonstrate the relationships of correlation and influence between the research variables in the college and the research community. The College of Kut Private University was chosen as a community for the current study. A stratified random sample of individuals working in the college was selected. The descriptive analytical approach was adopted in the current research. The SPSS program was adopted to analyze the data, and the questionnaire was adopted as a tool for collecting the data from the study community. The study concluded that the entrepreneurial vigilance is one of the basic requirements for achieving the decision-making effectiveness by searching for the best alternative via exploiting the cases of uncertainty. The college uses entrepreneurial vigilance to bring about changes and renewal by generating creative ideas. The university's senior management has a little interest in the training courses, which is a bad indicator and indicates the weakness, the development and improvement of capabilities, and the capacities of human, administrative, and technical resources through the training courses. In addition to the clear weakness in the field of employment of women in administrative leadership at the Kut University College, the researchers can explain this due to the prevailing social customs and traditions of the society that find that working in the field of industrial business is more suitable for men than women. Finally, the researchers recommend that the cooperation and the communication dimension achieve the highest level of importance in the dimensions of entrepreneurial vigilance and occupy the first place. This is due to the high level of importance of its paragraphs and the study sample's awareness of the college administration's interest in linking information together to obtain useful facts, in addition to benefiting from the available information. After the survey and research, it achieved a very high level of importance from entrepreneurial vigilance, indicating that there is a continuous interaction from the other parties to obtain new information, in addition to the continuous construction of new ideas when searching for information. After the evaluation and judgment dimension, within the dimensions of entrepreneurial vigilance, it conducted a high level of importance, indicating a good ability to predict and distinguish between profitable opportunities.

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1. Introduction

In light of the fierce competition, rapid transformations, internationalization of markets, and the multiplicity of products and services provided, as well as with the increasing interest of organizations in growth, gaining and retaining customers, and realizing its importance in achieving competitive advantage. And, in light of the challenges and circumstances that the present organizations are going through today new phenomena, concepts and strategies have been born that are of great importance in the future. The organizations in general work to ensure their survival not only in their environment, but also to achieve superiority over competitors, as well as the ability to sustain and enhance the entrepreneurial vigilance depends on their readiness to study the environment and search for opportunities that others overlook. This acquires new knowledge, applies it in their new services, and exploits opportunities that their competitors are unaware of to enhance their readiness at the entrepreneurial level, so that they can race against the time and achieve the strategic superiority.

Every organization was established to achieve specific goals desired by the founders of the organization, so the organization always seeks to achieve what it aims for. One of the guarantees for achieving the organization's goals is the organizational performance in implementing the daily routine. The good performance depends on many factors, including the organization's strategy, especially the planners and implementers of the strategy itself, i.e. the manager and other key factors such as the owner of organization. Strategic capabilities are a fundamental element of resources that form the basis for achieving competitive advantage for an organization. The strategic capability is a complex and accumulated set of skills and knowledge that enables an organization or business unit to coordinate the activities and use its assets to create economic value and sustainable competitive advantage. This paper discusses the relationship between strategic capabilities and differentiation strategies in improving the organizational performance.

Achieving the action depends on the decision-making in organizations. The decision-making is the heart of management. Individuals bear the responsibility of participating in the decision-making process by considering their position in the organization. It is assumed that the participation in the decision-making process is important to make the decisions meaningful to the individual. It is believed that the individuals bear greater responsibility for their actions by participating in the decision-making process. Therefore, the participation in decision-making can be defined as "the mental and emotional readiness of individuals in an environment that encourages them to contribute to group goals and share responsibility". The participation in decision-making occurs when an employee takes an active role in managerial decision-making and solving problems that affect him or her and acts as a problem solver in organizational teams as required by total quality management.

Based on the above, the research problem can be explained more clearly by posing the following main question: How can the effectiveness in decision-making be achieved based on the concept of entrepreneurial vigilance and strategic capabilities?

Study Objectives:

The current study aims primarily are:

1. Demonstrating the impact of entrepreneurial vigilance and strategic capabilities on the decision-making.
2. Determining the awareness level of the study sample of the dimensions of entrepreneurial vigilance represented by scanning and research, cooperation and communication, and evaluation and judgment.
3. Determining the availability level of the dimensions of strategic capabilities from the view point of the research sample at Al-Kut Private University College.
4. Showing the relationships of correlation and influence between the research variables in the college, the research community.

Importance of the Research:

The intellectual importance of research variables, which are the important concepts, has an impact on many work processes of organizations. Entrepreneurial vigilance contributes to improving the economic efficiency, bringing innovation to labor and production markets, creating new job opportunities, and enhancing the employment. The strategic capabilities variable reflects the organization's ability to respond quickly to changing environmental conditions. This ability determines the organization's operational response to interruptions and fluctuations in the business environment to ensure the continuity of the organization's performance, based on the ability of organizations that have the capabilities to guarantee the plan to predict new opportunities and threats and adapt to them successfully.

Research hypotheses:

The first main hypothesis: Is there a statistically significant correlation at a significance level of (1%) between entrepreneurial alertness and decision-making?

The second main hypothesis: Is there a statistically significant correlation at a significance level of (1%) between entrepreneurial alertness and decision-making?

Literature Review

The First Section: Scientific Background of the Research:

First: Entrepreneurial vigilance and its dimensions:

Vigilance is the state of acting as a guard watching to make sure that bad things don't happen. Of course, these bad things can take many forms, depending on the context in which vigilance is used. Someone might tell you to stay vigilant while walking home in the dark. Vigilance often involves being wary of unknown dangers. Parents often monitor their children's use of the Internet. Election officials monitor the voting process. In all cases, vigilance involves being cautious and vigilant without letting their guard down. It doesn't always have to involve the possibility of danger or trouble, but it usually does. Entrepreneurship is defined as the creation or extraction of economic value in ways that generally involve more than minimal risk (assumed by traditional businesses), and may involve values besides simply economic values [1]. In recent years, the advancement and application of the Internet and other emerging technologies have sparked a new wave of entrepreneurship around the world. At the same time, China has also introduced a series of policies to encourage the entrepreneurship. Supported by national policies, the number of new ventures in China has reached record levels, playing a major role as a leader and participant in the entrepreneurial wave. According to the 2020 Global Entrepreneurship Ecosystem Index report by Startup Blink, a global entrepreneurship research firm, China ranks 14th among the 100 countries in entrepreneurship worldwide, ranking first in Asia. According to the latest global survey published on USNEWS, China ranks third among the "Best Countries in the World to start a Business in 2020". Entrepreneurial alertness is a specific mental model that drives entrepreneurial teams to sift and process the internal and external information to identify the entrepreneurial opportunities. It is a key influencing factor in the entrepreneurial process, affecting an entrepreneur's information processing and industry perception, which in turn affects the identification of external opportunities. In recent studies, the entrepreneurial alertness is a complex cognitive process in which individuals effectively identify the entrepreneurial opportunities. Entrepreneurial alertness is defined as a mental activity that starts from searching for new information to linking to heterogeneous information from different sources and evaluating potential entrepreneurial opportunities, including scanning and searching, linking and connecting, evaluating and judging. This paper will analyze the relationship between the different dimensions of entrepreneurial alertness regarding identifying entrepreneurial opportunities and the differences between them. [2] stated that the corporate alertness arises from the determinants of individual personal characteristics, such as education,

experience and social networks. The entrepreneur uses these features to complete the process of analysis, searching and finding suitable opportunities to take advantage of. After that, this information is processed, and a set of different options and possibilities for unnecessary information is identified, and then a knowledge based on the available information is organized. The construction entrepreneur may identify profit opportunities among the available opportunities he is looking for and then identify lunch opportunities under the guise of his need for more information. It will help individuals to be more accurate in training and new job opportunities, so that the researcher agrees on the dimensions of the mathematical alert variable measurement model, and it will be explained in detail with the followings:

1. **The scanning and searching process:** The survey and research process focuses on the perseverance of entrepreneurs who are looking for new opportunities and are unaware of the changes and transformations in the external environment and invest in raising new innovative and non-traditional innovative chickens. If this alert dimension is formed, they use the stored information and knowledge to seize different opportunities before other competitors [3].
2. **The process of cooperation and communication:** This process is based on the exchange of information and ideas between entrepreneurs and organizational levels, and it is also the basis for obtaining new information, modern ideas and more creativity that develops and advances. It also enables the individuals to work more efficiently, and the communication depends on the cooperation in a different way, adding or removing information, even the businessmen can interact individually with and process new information [4].
3. **Evaluation and control:** The process of evaluation and control focuses on evaluating the available opportunities and knowing the possibility of benefiting from them to achieve profits, because honoring and controlling the entrepreneur allows capturing new information, filtering unnecessary information and conducting evaluation. With this in the material, If the new information reflects the available business opportunities, the new opportunities will be evaluated. This is seen in the light of new information and assesses whether or not one is worth the profit. It also allows entrepreneurs to assess their willingness to take risks and uncertainty about taking the advantage of business opportunities. After the process of analysis, research, collaboration, and communication, the entrepreneur evaluates the information he has obtained to ensure that his newly developed circle of ideas is consistent with the current plan of knowledge and the classification of the entrepreneurs' parents. The classification degree allows them to ignore irrelevant information and improve their situational awareness. By browsing and searching for other knowledge, the entrepreneurs may also be asked to evaluate, modify or reconsider the relevant alternatives, because the other information can help them[5].

2. Materials and Methods

Second: Strategic capabilities and their dimensions: The Strategic capabilities of any organization are what bridge the gap between "great on paper" and "great in reality". It is the company's strategy to make a real impact. Organizational capabilities are the organization's ability to run its day-to-day business as well as to grow, adapt and seek competitive advantage in the marketplace. In other words, the capabilities are the way a company does what it does and does what it wants to do. A team from Monitor Deloitte, the strategic consulting firm of Deloitte Consulting, focuses on the strategic capability in this guide to the creating strategic impact and discusses what being often the missing link to bridging and influencing the strategy. In the growing Irish economy, many companies are reviewing their strategies as they seek to capitalize on opportunities at home and abroad, and this strategic review should include an assessment of the capabilities required to implement the strategy[6]. With this in mind, one just should "know oneself", so an

organization should know its capabilities. Precise or standard definitions of capabilities may be adequate for core capabilities, but when it comes to the sources of strategic advantage, a company needs more. Loose definitions mean loose outcomes. Striving to perform the goal of achieving the ability to “innovate at a world-class level,” for example, it can mean a hundred things to a hundred people. The capability map, outlined in this article, is a way to understand what a capability is and what it takes to develop it. Four questions lie at the heart of it[7]: What does “good” look like? How good should we be? How do we know if we are improving? What needs to change about the way we work? Strategic capabilities are the resources and competencies that a company uses to compete with competitors in the market. These typically include a company’s strengths and weaknesses and can serve as a source of competitive advantage (or disadvantage) for the company[8]. Strategic capabilities have also been defined as something that people, organization, and technology bring together as they work together to achieve business results. Organizational capabilities include the collaboration and talent management that bind the all parts of business together. The strategy based on organizational capabilities focuses on planning, designing and delivering the business capabilities of the company[9]. Strategic capabilities include the following different dimensions of organizational resources:

1. **Innovation capabilities:** Firms use their resources and capabilities to develop innovations, such as new products, services or processes. Empirical studies indicate a positive relationship between implementing innovation activities and future performance. The resources and capabilities required to succeed in innovation activities vary widely across the firms. Some firms prove to be better than others at reproducing innovation success, and the ability to do so can be framed as innovation capability. Innovation capability is defined as the ability of a firm to identify new ideas and transform them into new/improved products, services or processes that benefit the firm[10].
2. **Administrative capabilities:** A firm seeks to provide administrative capabilities in a multi-tenant database system. The main purpose of administrative organization within small enterprises is to maximize the profits and productivity of workers. In India, administrative reforms have been ongoing since 1947, with a focus on improving the management at the micro level. Management plays a key role in measuring and managing the value created by core activities in organizations. Dimensions of organizational resilience, such as memory, genetics, and learning, influence the company’s strategic capabilities, including managerial capabilities[11].
3. **Technological Capabilities:** They are conceptual-level elements that capture what the technology can do. This tutorial introduces the technical capabilities and describes how to capture them in Essential Architecture Manager. These often have quite abstract names, but it is important that they do not imply any particular class of technology or product[12].

3. Results and Discussion

Third: Effectiveness of decision-making:

Effectiveness is the relationship between the outputs and the objectives or goals to be achieved. It is a measure of the success or failure of the organization in achieving its goals. It is evaluated using indicators, such as clarity of objectives, clarity of strategy, analysis and formulation of policies, careful planning, program preparation, availability of work facilities and infrastructure, effective and efficient implementation, and educational supervision and control system. Policy effectiveness is a measure of whether or not the achievement of the organization's goals is performing its goals. It is determined by goal achievement, integration, and adaptation. Effectiveness is the ability to set appropriate goals and achieve them with the least possible use of resources and funds. Internal control plays a role in increasing the effectiveness of operational performance. Effectiveness is a

key criterion for measuring the performance that shows the degree to which the goals are achieved. It involves a multi-criteria framework for decision-making to assess the value numerically. There is no unified definition of effectiveness in healthcare, but it is related to the quality and cost of healthcare and should refer to a specific member of the medical staff [13]. Decision-making is an integral part of modern management. Basically, rational or sound decision-making is a basic function of management. Every manager makes hundreds of decisions unconsciously or consciously, making it an essential element of the manager's role. A decision can be defined as a course of action that is deliberately chosen from a set of alternatives to achieve organizational or managerial goals or objectives. Decision-making is an ongoing and indispensable element in the management of any organization or business. Decisions are made to maintain the activities of all business activities and organizational performance[14]. Decision-making is defined as: According to the Oxford Advanced Learners Dictionary, the term decision-making means the process of deciding on something important, especially in a group of people or in an organization[15]. Trewatha and Newport also view the decision-making process as follows: "Decision-making involves choosing a course of action from among two or more possible alternatives in order to arrive at a solution to a particular problem"[16]. Many studies have indicated the existence of many dimensions of decision-making, and the researchers and writers have identified many dimensions, as well as the most important of which the current study will be adopted:

The first dimension: The quality of decision-making: The quality of tangible decision-making is considered the most important success or failure of management in the organization, as an effective decision is characterized by its quality or quality and at the same time by its acceptance by the workers who will implement it. The decision is linked to its efficiency and consistency with technical, procedural and economic standards, as well as the quality of decisions is affected by comprehensiveness in thinking and searching for new ideas, which means that the decision-makers get rid of the trend towards personal values. The vision is to see only what you want to see, so one must look at the decision from multiple perspectives and in the light of goal, one seeks to achieve by presenting new and innovative alternatives and options[17].

The second dimension: The appropriate timing for decision-making: The issue of timing the decision is considered one of the important issues because of its role in the process of implementing the decision as planned on one hand, and because the problems and events are intertwined on the other hand. Administrators and their employees want to know when to make a decision in order to do their part. The time element is important. As for the situations that require quick judgment, knowing the problem or defining its boundaries early and reasonably provides the opportunity to study and treat it in a timely manner. On the contrary, delaying the discovery of problem causes its exacerbation and difficulty to treat it and influence the discovery of the best solutions for it. One must distinguish among time pressure, pain, and pressure. Time pressure is allocating a specific period of time to make a decision, while it is a person's reaction to the amount of time allocated. Some people may feel the pressure for a long period of time, while the others may feel the pressure for a short period. This means choosing the right time to make a decision without rushing forward. Death comes in its time and without delay; meaning that the decision is made at the right time without delay. One hesitates to implement the solution to the problem[18].

The third dimension: The possibility of implementing the decision: Studies in the field of decision-making have shown that the chances of successful implementation of decisions can often be achieved if the affected parties are given the opportunity. These decisions are very important in the decision-making process. The multiplicity of material, human, and financial, informational and technological capabilities is the main factor when making any decision. They represent constraints on the management. The highest level of effectiveness in increasing its effectiveness, which should guide the exploitation of

opportunities, or confronting threats in the external environment and achieving the goals set by the organization. This means obtaining the satisfaction of professionals with it and their readiness to implement it and achieve the desired goals, which results from their participation in decision-making[19].

The fourth dimension: Objectivity of decision-making: The issue here is the mental state that excludes bias, adopts compromise solutions, and looks fairly and impartially at all important issues under discussion. Objectivity is looking at things and issues without emotions or preconceptions and without being affected by personal matters. The following four factors branch out from this dimension[20]:

1. **Knowledge:** It is the process of transforming intellectual information into qualified resources of great value to develop the capabilities of employees as well as the organization's potential and capabilities and help it make highly effective decisions that contribute to achieving its goals.
2. **Emotion:** Emotions represent a set of influential and effective factors in the individual's behavior, and are also described as feelings that have a reference character for the individual and are linked to the experiences that the individual has acquired.
3. **Self-organization:** It is one of the modern concepts that play an important role in arranging and organizing the lives of employees in an ideal way, which helps them deal with the environment in which they live. The individual's time and skills play an important role. Its role in cleaning and managing the self in a way that helps the individual succeed, and it can also express the self-management and organization. It is the sum of experiences and skills that help the individual achieve his own long-term goals that are consistent with his abilities and capabilities.
4. Motivations are an interconnected system that contains competing activities and cognitive relationships, and this system is the reason for the desire to achieve excellence and efficiency in work within the organization.

The Second Section: Testing the Research Hypotheses:

First: The first hypothesis: There is a relationship of the influence of entrepreneurial vigilance on the effectiveness of decision-making.

1. **The entrepreneurial vigilance variable:** It has an effect on the effectiveness of decision-making, consisting of thirty-eight paragraphs that match the quality of conformity indicators, and it will be relied upon to test the first main hypothesis. It showed a positive significant effect of instinctive leadership (-VL) on the effectiveness of decision-making (-WB-) amounting to (.734). This provides evidence of the acceptance of this hypothesis and the hypotheses branching from it.
2. **A direct effect relationship:** It is between each of entrepreneurial vigilance (-VL) and the effectiveness of decision-making (-WB-) amounting to (.717), which is a positive and significant effect relationship. And, a direct effect relationship between strategic capabilities (-ST) and the effectiveness of decision-making (-WB-) amounting to (-.754), which is a negative and significant effect relationship.

The researcher has found answers to the questions of the current study and achieved its objectives, which were previously identified. The results manifested that the entrepreneurial vigilance has a significant and positive impact on the effectiveness of decision-making, which indicates that the college under study should find other leadership dimensions towards reducing or limiting the spread of this effectiveness of decision-making on one hand. On the other hand, the results elucidated that the modified variable strategic capabilities can be a modifier and improver of the relationship between entrepreneurial vigilance and decision-making effectiveness; meaning that it can pull the negative impact of entrepreneurial vigilance on decision-making effectiveness towards improving the organizational environment of the college under study.

The second hypothesis: There is a correlation between entrepreneurial vigilance and decision-making effectiveness.

There's a significant inverse correlation between entrepreneurial vigilance and decision-making effectiveness, and there's a significant direct correlation between entrepreneurial vigilance and the interaction variable, as well as there's a significant inverse correlation between spiritual elevation and interaction variable. Since the values of the Parameter Value of the interaction variable are significant, this indicates the validity of the second main hypothesis.

Correlation:

It is between each of entrepreneurial alertness (-VL) and strategic capabilities (-ST), reached (-.552), which is a significant and inverse correlation. It is worth noting here that the all estimates of initial model to test the second main hypothesis are significant estimates below the level of ($.001 > p$), and this is confirmed by the C.R. values, which are greater than 1.96.

4. Conclusion

The study concluded that the entrepreneurial vigilance is one of the basic requirements for achieving decision effectiveness by searching for the best alternative through exploiting the uncertainty. The college uses entrepreneurial vigilance to bring about changes and renewal through generating creative ideas. The lack of interest of the university's senior management in training courses is a bad indicator and indicates weakness, development and improvement of the capabilities and capacities of human, administrative and technical resources through training courses, as well as a clear weakness in the field of women's employment in administrative leadership at the Kut University College. The researcher can explain this due to the prevailing social customs and traditions of the society that finds that the working in the field of industrial business is more suitable for men than women. The effort of senior management to enhance the experiences and skills of employees, enhance their self-confidence, and support their organizational culture is good, in addition to having a flexible and integrated system to deal with the possibilities and capabilities, having a system of control and control over its activities and operations to identify and correct the deviations. Finally, the researcher recommends that the cooperation and communication dimension achieved the highest level of importance in the dimensions of entrepreneurial vigilance and occupied the first place. This is due to the high level of importance of its paragraphs and the study sample's awareness of the college administration's interest in linking information together to obtain useful facts, in addition to benefiting from the available information. After the survey and research, it achieved a very high level of importance from entrepreneurial vigilance, indicating that there is a continuous interaction from other parties to obtain new information, in addition to the continuous combination of new ideas when searching for information. The evaluation and judgment dimension within the dimensions of entrepreneurial vigilance achieved a high level of importance, indicating a good ability to predict and distinguish between the profitable opportunities. The strategic capabilities variable achieved a very high level of importance at the level of the college and university code under study. This means that the work of the college is characterized by a continuous change, and that the college is able to use its capabilities and high flexibility to exploit and invest in the opportunities that arise in its field of work. The decision-making variable achieved a very high level of importance at the level of the college of the university code under study, as it draws a future in achieving victory over competitors working in the same sector by choosing the best alternative from among the available alternatives. And, the existence of a direct and strong correlation between entrepreneurial vigilance and decision-making effectiveness reflects the extent of entrepreneurship's connection to the dimensions of decision-making effectiveness in a group of the departments of the College of Kut, the private university under study. This was explained by the conviction of the managers and heads of departments and divisions and their awareness of what contributed greatly to improving strategic capabilities and the existence of a positive and

significant correlation between entrepreneurial vigilance and strategic capabilities. This relationship reflects the extent of the availability of entrepreneurial vigilance in its dimensions, which indicates a strong individual reflection of the emergence of strategic ability in the sample of the College of Kut, the private university under study. This relationship reflects the extent of the awareness of the managers responsible for the departments and divisions of entrepreneurial vigilance and their conviction in it, which created in them the desire to work with it and its importance.

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