

Developing a Scale Measuring for Strategic Monitoring

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ABSTRACT: *In recent years, interest in strategic monitoring has increased due to its critical importance in developing the production process. Therefore, this study seeks to develop a strategic monitoring scale based on the statistical analysis of the study. The researchers surveyed a sample of 345 employees working at the Basra Oil Company, where the analysis included three dimensions of strategic thinking, strategic intelligence, and strategic vigilance.*

Key words: *strategic monitoring, strategic thinking, strategic intelligence, and strategic vigilance.*

I. INTRODUCTION

Strategic monitoring is one of the available methods to ensure the permanent success of any organization in a highly competitive environment, and it is an information context through which the organization is able to listen in advance and voluntarily to the external environment for the purpose of knowing the appropriate opportunities to exploit them in a timely manner or to know the risks and avoid them and reduce their effects, and this process may include collecting, analyzing, and republishing strategic information for the purpose of feeding strategic decisions (Sanders et al., 2004: 2). Strategic monitoring was presented to the world as an integral part in adopting results-based management practices under the umbrella of the new management theory in the early 1980s, and during that time governments and NGOs around the world were grappling with internal and external demands to achieve more accountability and transparency with a view to improving Providing services, which promotes the optimal use of resources, and meeting requests for good results on the promises made by the organization (Sanchez, 2017: 2). Also, strategic monitoring is a systematic and routine collection of information through projects and programs to achieve major goals, which is useful for learning experiences and improving practices and activities in the future, as it contributes to achieving internal and external accountability for the resources used and the results obtained, and its benefit is evident in making informed decisions Regarding future initiatives and encouraging the empowerment of the beneficiaries of these initiatives (Ojok, 2016: 16), therefore, several research initiatives have

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been taken with the aim of developing strategic monitoring through improving technical monitoring methodology and correct practices within any particular department. (Dziyaba, 2016: 12).

II. LITERATURE REVIEW

Strategic monitoring leads to systematically monitoring progress paths and focuses primarily on efficiency, and this involves obtaining the maximum value from resources, and is expressed as a ratio of outputs (such as the people reached) to inputs (such as employees and financial resources) Used for production, and this relationship between inputs and outputs must ensure that attention is focused on the main products or services (Sanders et al., 2004: 2), and strategic monitoring has tools that allow us to early detect the first impacts resulting from events and results that were not expected. As these impacts can affect the performance of other components of the system, which creates differences in the performance of the entire system, differences in the performance of the system facilitate or hinder the achievement of goals (Sanchez, 2010: 136). In the recent period, the need for strategic monitoring increased as service providers began to new government officials (such as NGOs, the private sector, and civil society groups) take on some public sector jobs, which were usually provided by governments in the past. So there will be an ongoing need to monitor and evaluate performance at different levels of government and non-governmental, as well as between new stakeholder groups (Kusek & Rist, 2004: 10). Therefore, strategic monitoring is an important tool to gain insight into the environmental performance of the organization and to identify the environmental situation and the effectiveness of management measures. Therefore, strategic monitoring operations center around the principle that all actions contribute to achieving the strategic priorities and goals identified in the project's core strategy, and to the achievement of many achievements for organizations in issues such as employment and financing. Where it is through monitoring and reporting important milestones, and monitoring can also give us important indicators to assess the progress of the plan. Monitoring allows for continuous measurement with the project life cycle. It also helps in measuring the performance standard that will be reached, and these indicators can be outputs such as tangible products produced for our activities or impact indicators such as measures of change in attitudes (Hall, 2017: 10). With regard to comprehensive sectoral approaches, monitoring and evaluation processes can assist the public sector in assessing its performance and determining the factors that contribute to the results of service provision. There is a set of basic tools in preparing and using monitoring and evaluation for a project or organization. These tools explain what monitoring and evaluation are, how they are planned, and how systems are designed to assist in monitoring and evaluation process, which are usefully collected, and these tools research how to collect the required information, then how to analyze it in a relatively direct way (Ahsan et al., 2015: 1).

1- Strategic Monitoring Dimensions

According to the researchers 'knowledge of a set of previous studies on strategic management in general and strategic monitoring in particular, it was found that there is a lack in specific studies of the dimensions of strategic monitoring, which are strategic, intelligence, and strategic vigilance as dimensions of this variable, as follows:

2- Strategic Thinking:

Strategic thinking is often defined as an essential component of strategy development, and it is a reflexive and issue-oriented mental process that aims to develop new strategies that may occur before, during, or after strategic planning (Dionisio, 2017: 48). Mintzberg sees through his main idea about strategic thinking is that while planning is an analytical process, strategic thinking in contrast is related to synthesis. That is, it involves intuition and creativity. Often these strategies cannot be set on time and appear wrong. Thinkers should be free to appear anytime, anywhere in the organization. Creativity is necessary to formulate a strategy, but planning is often a barrier to creativity (Henkel, 2011: 3).

3- Strategic Intelligence:

The results of most of the previous studies indicate that the majority of organizations agree that strategic intelligence is an important element in strategic decision-making, and thus can provide the management of the organization with better information and can lead to a competitive advantage and innovation. However, only a few large organizations have formal processes or systems in place to shape and use strategic intelligence (Pellissier, 2011: 2). Some researchers believe that strategic intelligence is a set of procedures and activities used to find, analyze and evaluate all business information in order to achieve a specific goal and focus mainly on issues related to the strategic planning of the organization. Likewise, strategic intelligence helps the organization in long-term planning, in light of rapid environmental changes, which make the vision of the future unclear, and this makes the organization's current strategies threatened, so you need a strategy that has to do with the formation of the future and not just adapting to future changes, so strategic intelligence It is an answer to the present and the future, in fact, this type of intelligence makes the organization build the future and see its results (Atta et al., 2019: 2).

4- Strategic Vigilance:

Strategic vigilance plays an important role in providing the necessary information in many aspects. It represents a true strength of the organization. It translates its distinct ability to anticipate the future to not only exploit opportunities and avoid threats, but also to analyze and protect economic activities and achieve their goals. Making real decisions and spreading the marketing culture to customers, which allows the organization to put it in the competitive arena in the best possible way. Therefore, it can be defined as the organization's activity to collect and analyze data on its external environment in order to provide the information necessary to enable the organization to take advantage of opportunities and avoid threats to maintain survival and growth (Dawood & Abbas, 2018: 1) so it is more likely that organizations led by CEOs will exercise a vigilance logic The strategy has more conservative options regarding its procedures and shows a preference for stability and maintaining the status quo. Organizations with a manager who is motivated by strategic vigilance will continue to pursue goals (Greenbaum, 2015: 30).

III. METHODOLOGY

Based on the researcher's knowledge of a set of previous studies related to strategic management in general and strategic monitoring in particular, it was found that there is a dearth in specific studies of the dimensions of strategic monitoring, but the researcher relied on Meyel (1979) opinion on choosing strategic thinking, strategic intelligence, and strategic vigilance as dimensions of this variable. The questionnaire previously developed was answered by (345) employees in the departments of the Basra Oil Company.

IV. STATISTICAL ANALYSIS

1. Normal distribution

The researchers calculated the Skewness and Kurtosis of the answers in each component (Table 1). Generally, checking these values shows that the values were not high in the absolute value.

Table 1. Results of Normal Distribution

Item	min	max	skew	c.r.	kurtosis	c.r.
ST1	1	5.000	-.892	-8.025	.798	3.233
ST2	1	5.000	-.922	-8.288	.527	2.378
ST3	1	5.000	-.985	-8.839	.507	2.275
ST4	1	5.000	-2.023	-9.220	.723	3.235
ST5	1	5.000	-2.272	-9.530	2.503	7.755
SI1	1	5.000	-2.295	-9.730	2.737	7.833
SI2	1	5.000	-2.200	-9.878	2.392	7.252
SI3	1	5.000	-2.053	-9.372	2.390	7.789
SI4	1	5.000	-2.205	-9.929	2.729	7.270
SV1	1	5.000	-.793	-7.227	2.289	5.332
SV2	1	5.000	.787	3.572	-2.033	-3.335
SV3	1	5.000	.759	3.382	-2.057	-3.520
SV4	1	5.000	.753	5.022	-.902	-2.993

2. Exploratory factor analysis of the scale of (Strategic Monitoring):

The main statistical tools used in this article were Exploratory Factor Analysis (EFA), using SPSS V.24. In the EFA, all items were allowed to conceive with the factors in the form and all factors were allowed to bind. The factorial structure of the strategic monitoring scale consists of three dimensions and (13) items. To determine the elements that belong to this variable or do not belong to it, the researcher conducted an EFA, as shown in (Table 2).

Table 2. Factorial Structure

Item In our organization	Component			Cronbach's alpha
	1	2	3	
Define strategic scenarios for future work.	.820			.834
It provides strategic alternatives to align with expectations and future changes.	.800			
Multiple assumptions are developed to respond to emergencies.	.758			

Future assumptions are made in light of developments related to its activities.	.647			
It takes a creative approach when formulating its strategies.	.553			
The ability are available to extrapolate the future into developing its strategies.		.817		.822
There is an interest in monitoring the occurrence of external environmental changes and thinking about their effects in order to take appropriate decisions.		.737		
The abilities are available to benefit from the experiences, personal skills and self-abilities of workers in dealing with future events.		.614		
Opportunities are diagnosed in a way that can be invested to achieve predetermined goals.		.562		
Sufficient financial resources are available to fulfill its various obligations.			.727	
The abilities are available to define the gap between its production and the needs of the oil market.			.714	.845
New oil extraction technologies that meet the requirements of the global market are used.			.665	
Oil production is characterized by high flexibility, compatible with changes in the global market.			.525	
KMO	.898			
Bartlett's Test	1763.293			

Based on the Varimax rotation method, the outputs of Table 2 showed all 13 items were known as an accurate tool to measure strategic monitoring. They were categorized in three factor loadings. Next, researchers assessed the internal reliability of the entire questionnaire, measured by Cronbach's α , which resulted in the very good result.

V. CONCLUSION

The strategic monitoring scale proposed for measuring three dimensions. The scale presents (strategic thinking, strategic intelligence, and strategic vigilance) with 13 items, as a main dimensions. Being this an exploratory work, the researchers proceed exploratory factorial analysis to look for a validity of (strategic monitoring) and the interpretation of each factor identified.

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