

The Impact of Strategic Vigilance on Organizational Adaptability in the Sudanese Banking Sector

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Abstract

The study examined the impact of strategic vigilance and its various dimensions (environmental, competitive, technological, and commercial) on organizational reliability. It sought to identify the degree to which the dimensions of strategic vigilance exist in the Sudanese banking sector. The study used a descriptive-analytical approach in collecting and analyzing data. A questionnaire was distributed to a sample of 100 employees of the Sudanese banking sector. The data were analyzed using SPSS, a social sciences software package. Regression analysis showed that the dimensions of strategic vigilance have a positive impact on organizational reliability. The correlation coefficient was 0.977, and the coefficient of determination was 0.954, indicating that strategic vigilance accounted for 95.4% of the variance. Also, the analysis of variance (ANOVA) test showed that the model is significant ($F = 664.392$). The results showed that marketing vigilance has the highest impact, followed by competitiveness, environmental vigilance, and technological vigilance, respectively, which are statistically significant. It is recommended that banks strengthen their monitoring of competitive, technological, marketing, and environmental trends and use the information for strategic and operational decision making.

Keywords: Strategic Vigilance, Environmental Vigilance, Competitive Vigilance, Technological Vigilance, Marketing Vigilance, Organizational Adaptability, Sudanese Banking Sector.

Introduction

To confront technological advancements, economic turbulence, market changes, and more intense competition, banks must adopt a practice that extends past periodic reassessments. By consistently monitoring their external environment, banks can pinpoint threats while they are still manageable and recognize opportunities before they disappear. Early identification of potential dangers and prompt pursuit of opportunities can reduce disruption and enhance a bank's flexibility and agility (AL-Azzam & Gürsoy, 2025; Dawood & Abbas, 2018).

In addition, strategic vigilance improves organizational adaptation by allowing it to keep track of changes in the external environment and adjust its strategy, operations, and capabilities in response. The analysis of strategic and environmental intelligence may allow organizations to discover opportunities, prepare for potential threats, and increase their competitive advantage (Masri &

Alkshali, 2026; Ouali & Ouali, 2024; Zouarqui & Mouzaoui, 2024). The gathering of information, however, is not sufficient as organizations must act upon the information collected. Organizations need to ensure that leaders support this activity and provide adequate resources and investment in intelligence to enable them to leverage strategic agility and responsiveness. This integration facilitates the development of a more intelligent organization based on data and insight rather than hunches and intuition, thus improving adaptability and resilience when faced with change and disruption.

Environmental vigilance is the process of keeping watch on economic, legal, political and other events that may affect the banking business. The obtained data is used by banks to match their abilities to changes in the industry and adjust their strategies and procedures accordingly. Competitive vigilance is the monitoring of competitors' strategies, products, services and market activities. The use of competitive intelligence in making decisions can minimize information asymmetry, provide early warnings and enhance responsiveness (O. Kamel et al., 2025; O. A. Kamel et al., 2025). It may also promote knowledge sharing and coordination.

Since technology will keep impacting banking products, services, channels, and customers, banks need to pay attention to technology trends. Keeping abreast of these trends helps banks to learn about new technologies and understand their implications for the business and services. Technological and organizational capabilities can also be used by banks to deal with the external forces and changing needs of customers in the market. This way, they will anticipate technological changes and changing needs of customers and take appropriate actions (Altarawneh, 2023; Ireri & Kinyua, 2026; Schoemaker & Day, 2019).

Marketing vigilance involves monitoring customer preferences, market shifts, demand patterns, and competitor activity. Analyzing these signals enables banks to identify evolving customer needs and adapt their offerings and marketing strategies. This adaptability can enhance strategic flexibility and improve competitive performance.

From a dynamic capabilities view, adaptability in organizations is the ability to sense the environmental shifts, respond to new opportunities and threats, and reconfigure resources and routines appropriately.

Strategic vigilance supports these activities by providing timely, relevant information. Organizations with systematic monitoring and intelligence capabilities may therefore be better positioned to respond to volatile and uncertain conditions (Al-Jarrah et al., 2024; Markovich et al., 2022).

Although many studies related strategic vigilance to performance, agility, resilience and decision making, they did not relate to adaptability. Furthermore, most of these studies investigated only one type of vigilance (competitive or technological) instead of all types of vigilance (environmental, competitive, technological, and marketing). Most of the data and results were not specific to the Sudanese environment. There were very few studies that explored how banks operate under such conditions and how they monitor change and respond to it. Thus, this study attempts to find out the degree to which the four types of vigilance contribute to organizational adaptability in Sudanese banks.

Significance of the Study

The operational environment for banks is ever changing due to the fluctuating nature of technology, economy, competition, and market conditions. Accordingly, banks should be able to monitor their operating environment, identify possible opportunities and threats and respond accordingly. Environmental scanning is the continuous search for information about technology, competition, commerce, and market conditions. It involves anticipations of future events and taking actions before these events occur. Organizational adaptability is the ability of a bank to modify its strategy, operations, structure and processes if there is a necessity to do so. This study aims to determine if monitoring the external environment increases the adaptability of banks in Sudan.

Problem Statement

Banks need to deal with technology, competition, customers' expectations and changes in the market. They need to track their business environment if they want to react properly. Strategic monitoring consists of monitoring emerging technologies, competitors, commercial issues and market demand and environmental conditions. It is possible that these four dimensions can provide guidance for adjusting strategies and operations in banks. Additional research is needed to determine if strategic vigilance improves the ability to be adaptive in Sudanese banks, and what the contribution of each dimension is. The question this study will address is: How does strategic vigilance improve organizational adaptability in Sudanese banks?

Objectives of the Study

This research aims at exploring the impact of strategic vigilance on organizational adaptability in Sudanese banks. To this end, the study attempts to answer the following questions:

1. How do technological, competitive, commercial, and market vigilance influence organizational adaptability?
2. What is the overall effect of strategic vigilance on organizational adaptability?

Research Questions

The research was conducted based on the following main question: How does strategic vigilance affect organizational adaptability in Sudanese banks? This study analyzes the problem using five questions. They are:

1. How does technological vigilance affect adaptability?
2. How does competitive vigilance affect adaptability?
3. How does commercial vigilance affect adaptability?
4. How does market vigilance affect adaptability?
5. How much does strategic vigilance contribute to adaptability?

Literature Review and Theoretical Framework

Strategic Vigilance:

Strategic vigilance is the systematic monitoring of weak environmental signals, alongside the proactive selection and analysis of relevant information, to keep an organization informed about developments in its sector. This process supports timely responses to emerging opportunities and helps the organization anticipate future risks and challenges (Alkhazraje, M. E. et al., 2024; Guerrouf, S., 2026).

The Types of Strategic Vigilance:

Environmental vigilance or social awareness. This type requires monitoring of the society in terms of population growth, consumption, and the rise of new population centers. It is not easy since the organization has to monitor many aspects of the environment and events (Abd El Ghany Yasin (2024), E. S., & Gaber, A. M.; Alkhazraje, M. E. et al. (2024); Guerrouf, S. (2026)

Technological vigilance: It is the continuous surveillance and evaluation of the technological context such as scientific discoveries, technological inventions, research results, publications, and patents (Alkhazraje et al., 2024; Guerrouf, 2026). Marketing vigilance: Marketing vigilance consists of detection and analysis of the changes in market trends, customer needs, and competitors' actions so that the firm can keep pace with external pressures (Alhasani & Alkshali, 2021). Different types of vigilance can also be combined. For example, patent analysis can connect technology research with competitors' R & D watch. Commercial vigilance means detecting, collecting, analyzing, and disseminating data concerning the company's markets. This implies tracking the evolution of the market, new product launches, and understanding the customer. (Alkhazraje, M. E. et al. (2024); Guerrouf, S. (2026).

Competitive vigilance: Competitive vigilance comprises systematic monitoring and analysis of current and potential competitors to strengthen an organization's competitive position and enable it to respond to external threats and competitive pressures (Alkhazraje, M. E. et al. (2024); Guerrouf, S. (2026). It includes assessing competitors' market positions and strategies (Berges et al., 2021), as well as their R & D activities, manufacturing capabilities, and strategic objectives, to identify strengths and weaknesses across the sector (Alshaer, 2020; Altarawneh, 2023). By analyzing these external factors systematically, organizations can improve their strategic planning and management proactively and pursue a sustainable competitive advantage (Madureira et al., 2021; Zouarqui & Mouzaoui, 2024).

Adaptability of the Organization:

The adaptability of an organization is achieved through organizational change. However, for change to be planned, there must be a systematic process or mechanism for changing the way the organization functions. This orientation must permeate the organization by creating norms for individuals and for the organization in responding to changes in its environment and supporting them as they face

problems and make contributions to the improvement of the organization (Boylan, S. A., & Turner, K. A.(2017); Uhl-Bien, M., & Arena, M(2017); Bîrlădeanu, G. L.2025)). Organizational Adaptability Types:

Strategic adaptability involves proactively responding to market turbulence to maintain a sustained strategic fit (Zhang et al., 2021). Human talent management also supports adaptation by developing cognitive agility and experiential learning, which help employees manage ambiguity while balancing organizational stability with rapid change (García-Vidal et al., 2026; Walter, 2020). Adjustments to production and marketing complement these internal efforts, enabling firms to detect emerging customer signals and reallocate resources in response to fluctuating demand (Arunga, 2023; Hatunoglu, 2024). Overall, this broad approach depends on integrating strategic resources and aligning business strategies with human resource management to support long-term performance (Xing et al., 2019), (Sahdeo et al., 2026). Integrative processes further strengthen these dynamic capabilities by helping firms absorb diverse knowledge and coordinate responses through external partnerships (Cruz-Sanchez et al., 2025; Malik & Terzidis, 2025). Through such integration, firms can turn varied technological and market intelligence into innovation and improve their capacity to anticipate changing customer needs (Fainshtein et al., 2024). These capabilities help organizations identify and pursue opportunities in a structured way while continuously reconfiguring their resources to maintain competitive advantage in changing markets (Do et al., 2021; Liu et al., 2024). This realignment also depends on combining organizational learning with targeted HR practices, linking individual expertise to collective knowledge sharing. Accordingly, matching internal competencies to external turbulence is crucial for better performance Moreover, studies indicate that organic organization structures could also help to enhance this process by magnifying the impact of dynamic capabilities on competitive performance. In addition, HRM-specific dynamic capabilities based on knowledge acquisition, social integration and resource reconfiguration may also contribute to sustaining firm growth and future strategic flexibility.

Proposed Conceptual Model:

Based on the study objectives and literature review, according to study population a model was formulated of set of correlations and influence primarily. This model highlights a set of variables that comprise the current study, providing a framework between the study variables. Figure (1) below illustrates the proposed study model, showing the relationships between the study variables.

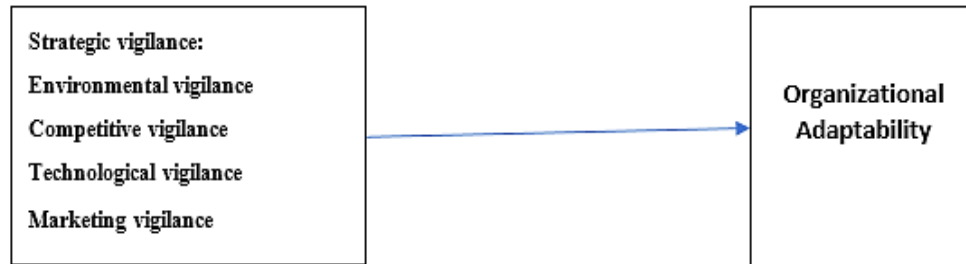


Figure (1): Conceptual model

Hypothesis:

According to the proposal model in Figure (1) study hypotheses as follows: H1: Strategic vigilance has a statistically significant positive effect on organizational adaptability in the Sudanese banking sector.

The hypotheses below look at the effects of each dimension:

- H1a: Environmental vigilance has a statistically significant positive effect on organizational adaptability in the Sudanese banking sector.
- H1b: Competitive vigilance positively influences organizational adaptability in Sudanese banks significantly.
- H1c: Technological vigilance positively influences organizational adaptability in Sudanese banks significantly.
- H1d: Marketing vigilance positively influences organizational adaptability in Sudanese banks significantly.

Methodology

Research Design:

The research design was quantitative and descriptive-explanatory in nature as this design can be used to understand the relationship between strategic vigilance and organizational adaptability.

Population and Sample:

The population for this study was the banking sector in Sudan. 100 respondents were chosen who had enough knowledge about their organization and its strategy. The data gathered from these respondents formed the basis for testing the suggested hypotheses about the relationship between strategic vigilance and organizational adaptability.

Data Collection Instrument:

The data was collected using a questionnaire that was developed based on the constructs under study and reviewed literature. The questionnaire consisted of two parts. The first part measured strategic

vigilance which consisted of four sub-dimensions namely: environmental, competitive, technological and marketing vigilance. The second part measured organizational adaptability which was treated as a single dimension.

Data Analysis:

The data were analyzed using statistical package for social sciences version 23. Descriptive statistics such as mean and standard deviation were used to summarize the data obtained. In addition, the relationship between strategic vigilance and organizational adaptability was analyzed using Pearson correlation, whereas the relationship between the four dimensions of strategic vigilance and organizational adaptability was tested using multiple regression analysis.

Demographic Information:

The demographics of respondents such as gender, age, education, job title, and work experience are shown in Table (1.) In terms of gender, 75% of the respondents were male and 25% were female. Most of the respondents were between the ages of 40 and under 50 (35%), followed by respondents between the ages of under 30 (25%), 30 to under 40 (20%) and 50 or over (20%). Most of the respondents held a bachelor's degree (65%), with 25% holding a master's degree, 10% holding a doctoral degree, and no one reporting holding a diploma. Thus, the sample can be said to possess a high level of education overall. In terms of job title, most of the respondents were banking employees (55%), followed by supervisors (20%), administrative employees (15%), and managers or department heads (10%). Most of the respondents had between 5 and under 10 years of experience (30%), followed by those with less than 5 years (25%), 10 to under 15 years (25%), and 15 or more years of experience (20%). In summary, respondents covered a range of age groups, educational levels, positions in organizations, and years of experience. This shows that the sample can be considered representative of different demographic characteristics to examine strategic vigilance and organizational flexibility in the banking sector in Sudan.

Table (1): Demographic information

Variables	Values	Percentages (%)
Gender	Male	75%
	Female	25%
Age	Less than 30years	25%
	30 and less than 40 years	20%
	40 and less than 50 years	35%
	More than 50 years	20%
Educational Qualification	Diploma	0%
	Bachelor's Degree	65%
	Master's Degree	25%
	Doctoral Degree	10%
Job position	Manager /Head department	10%
	supervisor	20%
	Administrative Employee	15%
	Banking Employee	55%

Variables	Values	Percentages (%)
Experience	Less than 5 years	25%
	5 years to less than 10 years	30%
	10 years to less than 15 years	25%
	15 years and above	20%

Table (2): Cronbach's alpha reliability coefficient for the study variables

Variables	Cronbach's alpha
Strategic Vigilance	0.934
Organizational Adaptability	0.970
Total	0.960

Overall, Cronbach's alpha coefficients exceed the widely accepted 0.70 benchmark, demonstrating that the instrument has satisfactory to excellent internal consistency. Accordingly, the scales are considered reliable for further statistical analyses, including correlation and multiple regression.

Descriptive Analysis for Dimensions of Study:

Table (3): Means and Std. Deviation for variables and correlation Analysis between Variables

variable	Mean	Std. Diviation	1	2	3	4	5
Environmental vigilance	2.48	0.822	1				
Competitive Vigilance	2.23	0.725	0.894**	1			
Technological vigilance	2.80	0.273	0.252*	0.562**	1		
Marketing Vigilance	2.48	0.822	0.252*	0.893**	0.953**	1	
Organizational Adaptability	2.27	0.934	0.059**	0.914**	0.953**	0.953**	1

The correlation matrix shows statistically significant positive relationships among most dimensions of strategic vigilance. Also Organizational Adaptability is positively and significantly correlated with all four dimensions.

Test of Hypothesis:

Environmental vigilance has a significant impact on Organizational Adaptability in the Sudanese Banking Sector

Table (4): the correlation coefficients between the independent variables and the dependent variable, the correlation analysis among the study variables

	Correlation coefficient (R)	(R ²)	F	P-value
Model	0.977	0.954	664.392	0.000

Interpret the Model:

The coefficient of determination (R^2) was 0.954), meaning that the independent variables—Strategic Vigilance and dimensions (Environmental, competitive, Technological and marketing) explain 95.4% from variance of Dependent variable organizational Adaptability.

Table (5): correlation coefficients between independent's variable and Dependent Variable

Model	Coefficient's		T	Sig.
	Unstandardized Coefficient's	Standardized Coefficient's		
	β	Std. Error	Beta	
constant	0.127	0.164		0.778
Environmental vigilance	0.125	0.045	0.097	2.798
Competitive Vigilance	0.694	0.061	0.695	11.410
Technological vigilance	0.934	0.131	0.584	7.126
Marketing Vigilance	0.932	0.018	0.983	52.966
Organizational Adaptability: Dependent Variable				

The multiple regression analysis showed the relationship between the four dimensions of strategic vigilance (i.e., environmental, competitive, technological, and marketing vigilance) and adaptability. There was a positive and statistically significant relationship between all four dimensions and adaptability, but the strength of each relationship differed. Environmental vigilance was found to have a positive and statistically significant relationship with organizational adaptability ($\beta = 0.125$, SE = 0.045, standardized $\beta = 0.097$, $t = 2.798$, $p = 0.006$). Therefore, being aware of changes in the environment and the external world is positively associated with adaptability. Competitive vigilance was also positively and significantly associated with organizational adaptability ($\beta = 0.694$, SE = 0.061, standardized $\beta = 0.695$, $t = 11.410$, $p < 0.001$). This means that monitoring the activities of competitors, their actions, and changes in the competitive landscape is positively associated with adaptability. Taken together, these findings support the existence of a relationship between strategic vigilance and organizational adaptability. Based on the standardized coefficients, the relationship between the dimensions and adaptability from highest to lowest is as follows: Marketing vigilance ($\beta = 0.983$) > Competitive vigilance ($\beta = 0.695$) > Technological vigilance ($\beta = 0.584$) > Environmental vigilance ($\beta = 0.097$). These results indicate that marketing vigilance has the highest association with organizational adaptability, followed by competitive and technological vigilance, and environmental vigilance has the lowest association.

Results

Technological vigilance is significantly and positively associated with organizational adaptability ($\beta = 0.584$, $p < 0.001$) and is very strongly correlated with it ($r = 0.953$, $p < 0.01$).

Overall, the findings provide strong evidence of a positive association between strategic vigilance and organizational adaptability across all four dimensions: environmental, competitive, technological, and marketing vigilance are each positively associated with adaptability. Marketing vigilance makes the largest standardized contribution to the regression model ($\beta = 0.983$, $p < 0.001$), highlighting its particular importance in explaining adaptability. Taken together, the results suggest that an organization's ability to monitor and respond to its external environment is closely linked to its capacity to adapt.

Competitive vigilance is likewise strongly and positively associated with organizational adaptability ($r = 0.914$, $p < 0.01$), and its standardized regression coefficient is statistically significant ($\beta = 0.695$,

$p < 0.001$).

The measurement instrument demonstrated excellent internal consistency, as indicated by Cronbach's alpha values of 0.934 for strategic vigilance, 0.970 for organizational adaptability, and 0.960 for the instrument overall.

Recommendations

Firstly, the organization needs to have a mechanism for monitoring changes in its business environment, the competition, technology and marketing. These indicators need to be combined in order to identify potential threats and opportunities early enough so as to coordinate actions and ensure that decisions are made before the performance begins to decline.

Secondly, the organization should monitor the customers' changing preferences, market changes, demand and the marketing activities of its competitors. Reliable and timely information will help the organization to anticipate change, adjust its products and services, and make informed decisions.

Thirdly, the organization should monitor technological changes, invest in technology that will help the company achieve its objectives, and train its employees to improve their technological knowledge and skills. It will help the organization to identify and evaluate new technologies that may be useful to the organization, implement those technologies and keep up with the ever-changing technology landscape of products, processes and customer expectations.

Lastly, management should monitor the strategy, products, services, market positions and key strategic initiatives of its competitors. This will help the organization to identify the key strategic issues facing the organization, make better decisions and sustain its competitive advantage.

Future Studies

First, future research might consider investigating if the relationship between strategic vigilance and organizational adaptability is consistent across different industries. Such research might consider examining the relationship in other industries, such as the telecommunications industry, manufacturing industry, health care industry and higher education industry. If such comparison were made, it would provide useful insights into how the relationship is affected by the organization's industry. Second, the current study could be replicated with more respondents representing diverse regions across Sudan. This could allow for more generalizable findings and thus increase the level of understanding regarding the relationship within the context of the Sudanese banking sector. Third, a longitudinal approach to this research design could allow for consideration of the extent to which strategic vigilance impacts on organizational adaptability over time and with respect to changes in the technological, competitive, economic, and market environment. Fourth, future research could explore additional variables, such as organizational learning, digital transformation, strategic agility, leadership, innovation, and dynamic capabilities, that could help explain how organizations leverage environmental intelligence to enhance their adaptability. Fifth, using mixed methods, or conducting qualitative research through interviews of bank managers and senior bank executives, could allow for

more extensive exploration of the ways in which strategic vigilance information is collected, analyzed, communicated, and acted upon within the organization. Finally, future research could separately explore environmental, competitive, technological, and marketing vigilance, and assess whether the degree to which each contributes to organizational adaptability differs across organizations and industries.

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