

# EXPLORATORY STUDY IN THE BODIES AND DEPARTMENTS OF THE MINISTRY OF CONSTRUCTION, HOUSING, MUNICIPALITIES AND PUBLIC WORKS

Tamadhur Abdul- Sayed, Assistant Professor Alaa Dham AL- Hamd

DOI: 10.37648/ijrssh.v10i01.013

Received: 01<sup>st</sup> October, 2019; Accepted: 31<sup>st</sup> October, 2019; Published: 21<sup>st</sup> November, 2019

## ABSTRACT

*The present research aims to investigate the relationship of the impact of strategic vigilance with its four dimensions (environmental, competitive, technological and marketing) in the effectiveness of the teams involved (goals and objectives of the teams, team leadership, roles and responsibilities of the team, the relationship of teams, values of teams, communications), In the bodies and departments of the Ministry of Construction, Housing, Municipalities and Public Works of Iraq centrally funded in the city of Baghdad, The researcher used the descriptive and analytical exploratory method because it is commensurate with the subject of the research. To achieve the objectives of the study was designed a questionnaire consisting of (65) paragraphs distributed on two main axes, Directed to (87) members of the general directors and their assistants, heads of departments and officials of the people and units after they represented the research sample, The data collected were analyzed using statistical software (Amos v.24, Spss v.25). The research came out with a set of results that prove the validity of the hypotheses and the most important that there is an impact of strategic vigilance in the effectiveness of teams.*

**Keywords:** Strategic Vigilance, Team Effectiveness.

of teams, and the third Topic concerns the applied side of

## INTRODUCTION

The concept of strategic vigilance has emerged as one of the important functions of the organization in the modern era to cope with the rapid changes in the environment of organizations. Effective teams have become a prerequisite for improving performance and meeting challenges in the light of environmental uncertainty and ensuring the highest level of efficiency and achievement.

The research includes five Topics: The first Topic deals with the research methodology (problem, objectives, importance, model, hypotheses, sample, and metrics), and the second and third Topic reviews the theoretical aspect of the variables research and strategic vigilance

the research The fourth Topic includes the most prominent Conclusions and recommendations.

## THE FIRST TOPIC: SCIENTIFIC METHODOLOGY

### First: Research problem

The increasing complexity of the business environment, and globalization is an inevitable competition for public organizations today and thus increase local and foreign competition, and this became evident in its impact in the departments of the Ministry of Construction,

Housing, Municipalities and Public Works by its senior departments. The fact that strategic vigilance plays a big role in the effectiveness of teams and achieve their objectives, especially in terms of quality, quantity and time if invested well, as the effectiveness of the staff of the Organization is the main turning point. Based on the above, the problem of research is reflected in the answer:

(Does strategic vigilance impact the effectiveness of teams?) Do Iraqi government institutions have a vigilance system that can at least partially play this role to counter local competition?

To answer this question, we ask the following sub-questions:

1- Does the research sample realize the concepts and importance of strategic vigilance and the effectiveness of the work teams, as well as their models, plans and theses in the administrative literature?

2 - What is the level of strategic vigilance and dimensions in the departments and bodies of the Ministry of Construction, Housing, Municipalities and Public Works?

3 - What is the level of effectiveness of work teams and their dimensions in the departments and bodies of the Ministry of Construction, Housing, Municipalities and Public Works?

4 - What is the relationship between the strategic vigilance (independent variable) with the effectiveness of task forces (dependent variable) in the departments and bodies of the Ministry of Construction, Housing, Municipalities and Public Works?

5. Does strategic vigilance and its impact impact the effectiveness of the work teams in the departments and bodies of the Ministry of Construction, Housing, Municipalities and Public Works?

### **Second: Research objectives**

The research sought to achieve a set of objectives as follows:

1. Building a theoretical framework that contributes to raising the level of the attention of the departments of

the Ministry of Construction and Housing and public municipalities to study (strategic vigilance, and the effectiveness of task forces) for the purpose of benefiting from them.

2. Know the impact of strategic vigilance on the effectiveness of the work teams in the bodies and departments of the ministry under study.

3. Know the relationship between strategic vigilance and the effectiveness of task forces.

### **Third: The importance of research**

The importance of the research is as follows:

1. Diagnosing the level of strategic vigilance, the importance of adopting and practicing its dimensions in research departments and bodies.

2. Diagnosis of the level of effectiveness of task forces, and their importance, and the extent of adoption and practice dimensions in the departments and bodies of the research sample.

3. Determine the relationship between strategic vigilance and the effectiveness of teams, with the identification of any dimensions of strategic vigilance in relation to the work teams in the departments and bodies of the Ministry of Construction and Housing, municipalities and public works.

4. Exploring the effect of strategic vigilance on the effectiveness of the working teams of the research sample departments.

### **Fourth: A proposed model for research**

The research scale and the proposed hypothesis plan for the research were built based on the literature, which included two variables: the first independent (strategic alertness), which contained a number of dimensions (environmental, competitive, technological and marketing). The dependent variable (effectiveness of work teams) which included the dimensions (The goals and objectives of the teams, Team Leadership, Roles and responsibilities of the team, Team Relationship, Team Values, Team Communication).

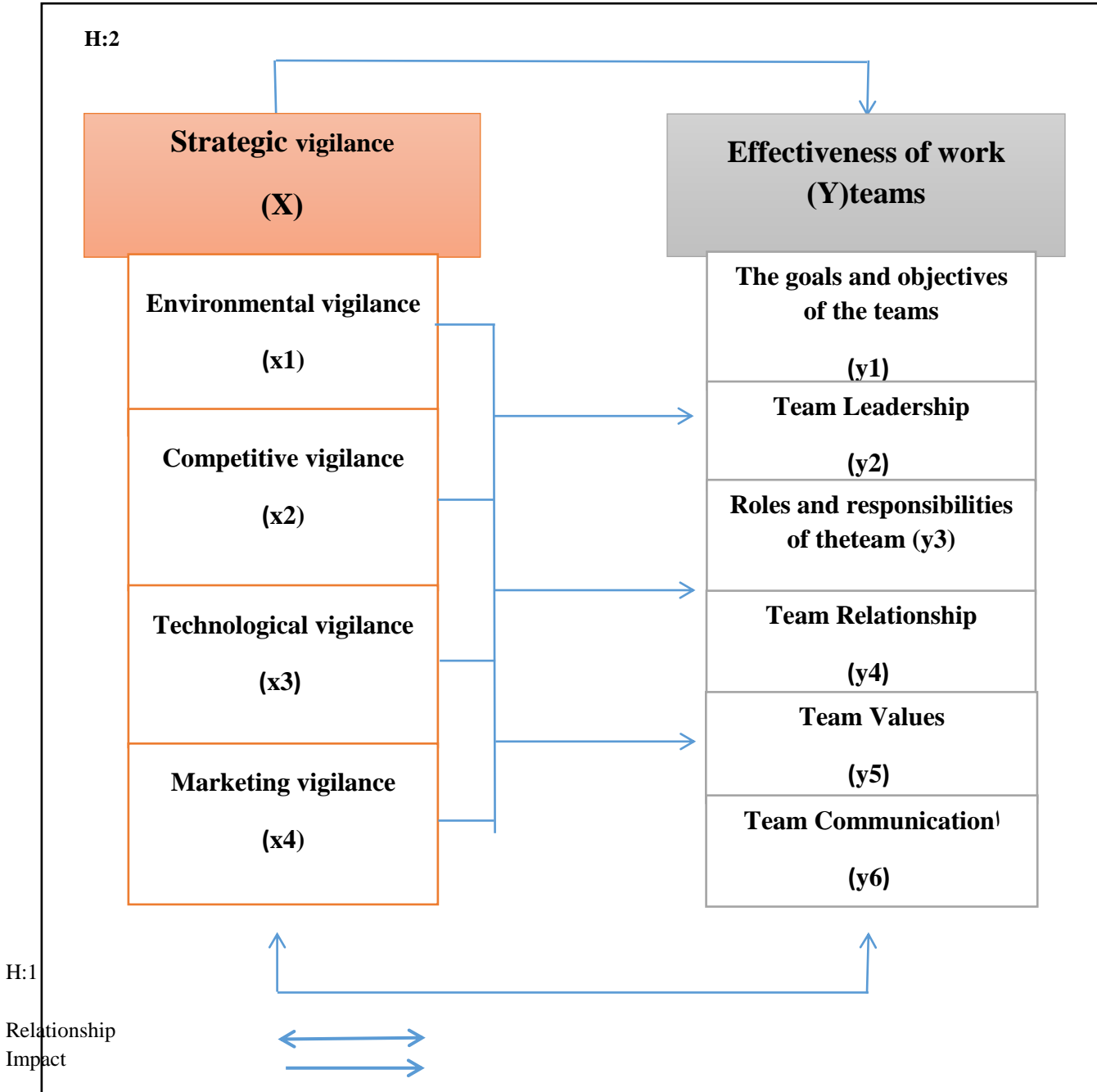


Figure (1) Research hypothesis

**Metering Tool:****Table (1) Search Scale**

	Key variables	Sub-variables	Sources
1	Strategic vigilance	Environmental vigilance	Tamboura, 2008
		vigilance Competitive	
		technological vigilance	
		marketing vigilance	
2	Effectiveness of work teams	The goals and objectives of the teams	Azmy, 2012
		Team Leadership	
		Roles and responsibilities of the team	
		Team Relationship	
		Team Values	
		Team Communication	

**Research hypotheses**

1- Strategic vigilance and its dimensions are related to a positive correlation which has a significant significance with the effectiveness of the working groups.

- ❖ There is a significant positive correlation between environmental vigilance and the effectiveness of the work teams in their dimensions.
- ❖ There is a significant positive correlation between competitive vigilance and the effectiveness of the work teams in their dimensions.
- ❖ There is a significant positive correlation between technological vigilance and the effectiveness of work teams in their dimensions.
- ❖ There is a significant positive correlation between the marketing vigilance and the effectiveness of the teams in their dimensions.

2 - There is a significant significance of strategic vigilance and dimension in the effectiveness of the task forces, and sub-hypotheses sub-following:

- ❖ Environmental vigilance has a significant impact on the effectiveness of teams.
- ❖ Competitive vigilance has a significant effect on the effectiveness of teams.
- ❖ Technological vigilance has a significant impact on the effectiveness of teams.
- ❖ Marketing vigilance has a significant impact on the effectiveness of teams.

**Community and Sample Search:**

The departments and bodies of the Ministry of Construction, Housing, Municipalities and Public Works were selected as the central field of the current research. The research sample was chosen by deliberate (intentional) or non-probable or non-random purpose, and from the administrative levels represented by the board members for their strategic role and their academic and field experience in the work of the Ministry.

**Research Methodology:**

The exploratory method was used, The sample of the research was distributed (105) questionnaires, retrieved

(87) questionnaires valid for analysis, the proportion of (82.85%).

### **The truth and stability of the questionnaire:**

For the purpose of verifying the stability of the questionnaire, the test was adopted (Alpha cronbache), where the coefficient (Alpha cronbache) for the paragraphs of the resolution (0.954), a value indicating good stability. The validity of the questionnaire is calculated by the root of stability, which equals (0.976), a value indicating the sincerity of the scale.

## **THE SECOND TOPIC: THE THEORETICAL SIDE**

### **First: strategic vigilance**

#### **The concept of strategic vigilance**

Vigilance is derived from the Latin vigila (Khadija, 2015: 41), and according to LaRose Encyclopedia: Vigilance means "constant censorship and attention as it means" attentive, watching with extreme caution ". - Saxon and Japan seem to be related to the cultures of these countries, the origins of vigilance: "Business Intelligence", "Competitive Intelligence", used by Anglo-Saxon companies since the end of World War II, and intelligence here means facts, information and espionage, and business intelligence activities mean the search for information, or spy For military purposes, the states began to suffer The Challenge of Strategic Vigilance in the 1980s, using different names in English (environmental survey, environmental intelligence, business intelligence, environmental analysis, strategic environmental survey, strategic information survey system) (Chalus - Sauvannet, 2000: 21-27).

The AFNOR has defined the strategic vigilance "as an ongoing and highly recurrent activity aimed at actively monitoring the technological and commercial environment ... to anticipate changes", It was also defined as "the person in a professional environment responsible for providing the functions of the surveillance system" (AFNOR, 1998: 6).

#### **Types of strategic vigilance**

Martinet and Ribault use Porter's entire model, noting that the five forces (corporate competition, supplier bargaining power, negotiating customer power, the threat of alternative products and services, and the

threat of newcomers) correspond respectively to competitive vigilance (first force), marketing vigilance (second and the third powers),

Technological Vigilance (Fourth Power) and Environmental Vigilance (Fifth Power) (Voyant, 1997, p: 4)

Thus, the dimensions of strategic vigilance are as follows:

- Technological vigilance: The process of observing and analyzing current and future technical, technological and scientific developments in order to identify opportunities in the organization and to benefit from them and threats and work to address them (Belhadj, 2017: 7).
- Competitive vigilance: the activity through which the organization identifies its current and potential competitors and is concerned with the environment in which the competing organization develops (Omar & Lamine, 2017: 5).
- Marketing vigilance: primarily concerned with researching and investing information related to customers and suppliers (Lahlou, 2011: 25).
- Environmental Vigilance: Includes all other types of vigilance in the surrounding environment.

### **Second: the effectiveness of teams**

#### **The concept of the effectiveness of teams**

The effectiveness of work teams is determined by three categories: outputs, group production and contribution to the development of group members by increasing their ability and willingness to work together in the future and satisfy their needs and satisfaction, while the outputs are the production of the group and measured in terms of quantity, quality and cost (Kamal, 2017: 31).

Establishing a specific definition of team effectiveness is not easy, as it does not correspond to objective reality. It is more important to analyze and evaluate effectiveness according to the visions, values, interests and preferences of actors and the nature of the systems in place (Paolucci et al., 2018: 136). The idea of team effectiveness is embodied in a group of people who work together systematically and systematically who can achieve more than if they were self-employed (Azmy, 2012: 20). The effectiveness of the teams is also defined as High performance and quality of life of the employee (Cohen et al., 1996:4).

**The dimensions of the effectiveness of work teams**

There are many dimensions to the effectiveness of the teams and we have chosen the most frequent in the previous models and others, namely (Azmy, 2012: 59-61):

- Objectives and objectives of the task forces: the degree and type of interdependence in the work teams and the way to identify and achieve goals.
- Team leadership: the degree and type of interdependence in the work.
- Roles and Responsibilities of the work teams: Roles and responsibilities determined by the team to its members.
- Team Relationship: a dynamic process reflected in the teams tendency to stick together in pursuit of goals.
- Team Values: Developed to form a team culture.
- Communication: the exchange of information between two or more individuals or teams to reach a common understanding.

**The third topic: the practical framework****View and analyze the results**

a- Analyzing the responses of the research sample according to the adopted variable:

It is clear from the availability of the dimensions of strategic vigilance (environmental vigilance, technological vigilance, competitive vigilance, marketing vigilance), respectively, through (26) paragraphs represented and measured after the strategic vigilance, as the results indicate that the research departments have strategic vigilance in the mean (3.46) available It is practiced with relative interest (69.2%), with an agreement and homogeneity in the opinions of the research sample on the ability of the research departments to monitor the private environment in an effective and regular manner and a systematic and accurate investment of information to keep abreast of innovations and monitor competitors and possess advanced technology, as well as monitoring the markets of the construction sector. For after the standard deviation (0.611), has earned the changing strategic vigilance on the second ranking among the surveyed variables President, as shown in Table (2) below.

**Table (2) The order of the main variable dimensions of the strategic vigilance according to the level of interest of the research sample**

Dimensions	Arithmetic mean	standard deviation	Availability direction	Relative importance	Ranking
<b>Environmental vigilance</b>	3.63	0.551	available	72.6 %	The first
<b>Technological vigilance</b>	3.46	0.781	available	69.2 %	The second
<b>Competitive vigilance</b>	3.40	0.723	available	68 %	The third
<b>Marketing vigilance</b>	3.36	0.691	Around the middle	67.2 %	The fourth
<b>Strategic vigilance</b>	<u>3.46</u>	<u>0.611</u>	<u>available</u>	<u>69.2 %</u>	<u>The second</u>

b- Analysis of the responses of the research sample according to the adopted variable:

We note from the results of the following table the availability of the six dimensions of the effectiveness of work teams in the departments of the Ministry of Construction and Housing in a relative manner and according to the priorities and requirements of the current situation, and won the trust and values within the team on the first order, while the other

dimensions (roles and responsibilities of teams, teams relations, goals and goals Teams, Team Leadership, Team Communications), respectively.

The availability of dimensions and a high level of interest, led to the availability of the main variable adopted practice and adoption and interest in the research departments through the high performance performed by the team members, as well as the outputs of high-efficiency projects and quality, and enhance the team's productivity in quantity and quality, as the variable obtained an average of arithmetic (3.72) The level of interest (74.4%) is high, with a standard deviation (0.569) indicating agreement and homogeneity, and these results led to the fact that the main variable was the effectiveness of the work teams in the first rank among the main variables discussed in the departments of the Ministry of Construction and Housing. And municipalities Public works, so we have some questions about our job search problem process.

**Table (3): The order of dimensions of the main variable**

Dimensions	Arithmetic mean	Standard deviation	Arithmetic mean	Relative importance	Ranking
Team Values	3.91	0.672	available	78.2 %	The first
Roles and responsibilities of teams	3.88	0.651	available	77.6 %	The second
Team Relations	3.71	0.660	available	74.2 %	The third
The goals and objectives of work teams	3.70	0.645	available	74 %	The fourth
Team Leadership	3.69	0.683	available	73.8 %	Fifth
Team Communications	3.43	0.670	available	68.6 %	Sixth
Effectiveness of work teams	3.72	0.569	available	74.4 %	The first

c- Strategic vigilance and its dimensions are related to a positive correlation with a significant significance with the effectiveness of the task forces, and the following sub-hypotheses:

- ❖ There is a significant positive correlation between environmental vigilance and the effectiveness of the work teams in their dimensions.
- ❖ There is a significant positive correlation between competitive vigilance and the effectiveness of the work teams in their dimensions.
- ❖ There is a significant positive correlation between technological vigilance and the effectiveness of work teams in their dimensions.

❖ There is a significant positive correlation between the marketing vigilance and the effectiveness of the teams in their dimensions.

d- There is a significant significance of strategic vigilance and dimension in the effectiveness of the task forces, and sub-hypotheses as follows:

- ❖ Environmental vigilance has a significant impact on the effectiveness of task forces.
- ❖ Competitive vigilance has a significant effect on the effectiveness of teams.
- ❖ Technological vigilance has a significant impact on the effectiveness of the task forces.
- ❖ Marketing vigilance significantly impacts the effectiveness of teams.



**Test the research hypotheses**

a. The first main hypothesis (strategic vigilance and its dimensions are related to a positive correlation with a significant significance with the effectiveness of work teams), as well as its sub-hypotheses:

1. It is clear from the results of Table (4) that any additional interest by the departments of the Ministry of Construction and Housing in its general business environment, it will be concerned automatically to achieve the effectiveness of its teams through the resort to high performance and the provision of high-quality projects beyond the standards set and objectives planned to enhance their productivity and the same amount of correlation (0.615 \*\*) between them, while the environmental vigilance achieved a positive correlation (0.540 \*\*) with the good dimension adopted the objectives of the teams, and was associated with the roles and responsibilities of the team (0.543 \*\*) positive correlation good moral, with team leadership (0.539 \*\*) with a dismissal relationship the positive relationship between the staff (0.532 \*\*) and the relationship dimension (0.532 \*\*) with a positive relationship and good moral, and finally with the dimension adopted confidence and values within the team (0.478 \*\*) relationship moral correlation.

The vigilance of the independent dimension of environmental vigilance of seven out of seven correlations has led to acceptance of the first sub-hypothesis of the first major hypothesis (there is a significant correlation between environmental vigilance and the effectiveness of work teams in their dimensions).

2. The results of table (4) show that any additional interest by the departments of the Ministry of Construction and Housing to monitor and monitor everything related to the competitive sector, they will automatically care to achieve the effectiveness of their teams through their resort to high performance and the provision of high-quality projects beyond the standards set The planned objectives, to enhance their productivity and the same amount of correlation (0.666 \*\*) between them, while the post-competitive vigilance a positive correlation (0.630 \*\*) with the good dimension approved team communications, and associated with the roles and responsibilities of the team (0.624 \*\*) relationship Positive moral good, and with goals and objectives the team (0.585 \*\*) has a

positive correlation with good moral, and with the leadership of the team (0.575 \*\*) good moral positive, correlated with the approved dimension The relationship of the staff (0.541 \*\*) with a positive correlation good moral, and finally with the dimension adopted confidence and values Within the staff (0.474 \*\*) with a moderate positive correlation.

The attainment of the independent dimension of the competitive vigilance of seven out of seven correlations has led to acceptance of the second sub-hypothesis of the first major hypothesis (there is a significant positive correlation between competitive vigilance and the effectiveness of work teams in their dimensions).

3. In light of the results of table (4), it is clear that any additional interest by the departments of the Ministry of Construction and Housing to follow up research and developments related to scientific and technical achievements and innovations and commodity and service products, it will automatically care to achieve the effectiveness of its teams through their resort to high performance and provide high quality projects that exceed the established standards and planned objectives, to enhance their productivity and the same amount of good correlation relationship (0.586 \*\*) between them, while the technological vigilance achieved a positive correlation (0.586 \*\*) good with the adopted dimension roles and responsibilities of teams, and associated with the objectives and Objectives of the team (0.537 \*\*) with a positive correlation, with the relationship of the team (0.522 \*\*) with a positive moral relationship, and with the leadership of the staff (0.486 \*\*) medium positive moral, and associated with the dimension of the staff (0.463 \*\*) a positive correlation of the medium, and finally with the adopted dimension of trust and values within the team (0.427 \*\*) correlation with a significant moral medium.

The attainment of the independent dimension of technological vigilance of seven out of seven correlations has led to acceptance of the third sub-hypothesis of the first major hypothesis (there is a significant positive correlation between technological vigilance and the effectiveness of work teams in their dimensions).

4. As can be seen from the results of table (4) that any additional interest by the departments of the Ministry of Construction and Housing to follow up on suppliers, customers and internal and external contractors on an ongoing basis, as well as monitoring the sector in which



they compete, they will automatically be concerned to achieve the effectiveness of their teams, While using high performance and delivering high quality projects that exceed the established standards and planned goals, to enhance their productivity and the same amount of good correlation (0.712 \*\*) between them, while the marketing vigilance achieved a positive correlation (0.701 \*\*) with the approved dimension roles and responsibilities of teams, Were linked The leadership of the team (0.638 \*\*) with a positive and moral relationship, and with the goals and objectives of the team (0.611 \*\*) with a positive and moral relationship, and with the relationship of the staff (0.599 \*\*) good moral and positive, and was associated with the dimension of trust and values within the team (0.565 \*\*) has a good positive correlation and finally with the approved dimension the team contacts (0.553 \*\*) have a good positive correlation.

The attainment of the independent dimension of the marketing vigilance of seven of seven correlations has led to acceptance of the fourth sub-hypothesis of the first main hypothesis (there is a significant positive correlation between marketing vigilance and the effectiveness of the teams in their dimensions).

5. It is clear from the results of table (4) that any additional interest by the departments of the Ministry of Construction and Housing in the effective and regular

and continuous monitoring of their environment (technology, competitiveness and marketing), they will be concerned automatically to achieve the effectiveness of their teams through to achieve high performance, and to provide high-quality projects that exceed the established standards and objectives planned, to enhance its productivity and the same amount of correlation (0.725 \*\*) between them, while the strategic vigilance achieved a positive correlation (0.693 \*\*) with the approved dimension roles and responsibilities of the team , As has been linked with the goals and objectives of the team (0.639 \*\*) with a positive moral good relationship, and with the leadership of the team (0.628 \*\*) with a positive moral good relationship, and with the relationship of the staff (0.617 \*\*) good moral positive, and associated with the approved dimension The team (0.612 \*\*) has a positive correlation and good moral, and finally with the dimension adopted confidence and values within the staff (0.545 \*\*) with a good correlation positive moral.

The attainment of the independent dimension of the strategic vigilance of seven out of seven correlations has led to acceptance of the first key hypothesis (there is a significant positive correlation between strategic vigilance and its dimensions and the effectiveness of work teams).

**Table (4): The relationship of strategic vigilance with the effectiveness of the work teams in the research sample**

	<b>Environmental vigilance</b>	<b>Competitive vigilance</b>	<b>Technological vigilance</b>	<b>Marketing vigilance</b>	<b>Strategic vigilance</b>
<b>The goals and objectives of work teams</b>	.540**	.585**	.537**	.611**	.639**
	.000	.000	.000	.000	.000
<b>Team Leadership</b>	.539**	.575**	.486**	.638**	.628**
	.000	.000	.000	.000	.000
<b>Roles and responsibilities of teams</b>	.543**	.624**	.586**	.701**	.693**
	.000	.000	.000	.000	.000
<b>Team Relations</b>	.532**	.541**	.522**	.599**	.617**
	.000	.000	.000	.000	.000

		.478**	.474**	.427**	.565**	.545**
<b>Team Values</b>		.000	.000	.000	.000	.000
<b>Team Communications</b>		.535**	.630**	.463**	.553**	.612**
		.000	.000	.000	.000	.000
<b>Effectiveness of work teams</b>		.615**	.666**	.586**	.712**	.725**
		.000	.000	.000	.000	.000
<b>Number of relationships</b>	7	7	7	7	7	7
<b>Relationship ratio</b>	100%	100%	100%	100%	100%	100%

b. the second main hypothesis (there is a significant of strategic vigilance and its dimensions in the effectiveness of work teams), as well as its sub-hypotheses:

1. The value of the calculated test (0.000) is less than the level of significance (0.05), the value of test (T) of (7,199) for the value of beta, the test of the calculated (F) value (51.829), and at the degree of freedom (1, 85,86), These results confirm that the deviation curve is sufficient to describe the relationship between the independent dimension of environmental vigilance and the dependent variable, the effectiveness of the teams and the level of confidence (95%), as these results indicate acceptance of the hypothesis, the first sub-hypothesis of the second main hypothesis.

The coefficient of determining the model ( $R^2 = 0.379$ ), which indicates that the environmental vigilance, has explained the value (37.9%) of the changes in the effectiveness of teams of the departments in question, while the rest (62.1%) is attributed to other variables not entered this is an acceptable coefficient that can be used to a certain extent to explain changes in the effectiveness of work teams, and to indicate the threshold value ( $\beta=0.635$ ). By one-unit environmental vigilance, it will automatically lead to a change of 63.5% in the effectiveness of work teams of the research departments. Note that the standard error of the model (0.088), according to the following prediction equation:

**Effectiveness of work teams  $Y^{\wedge} = 1.434 + 0.635$  (environmental vigilance) + 0.088**

**Table (5) Matrix of Effect of Environmental Vigilance on Team Effectiveness (n = 87)**

<b>Independent variable and its dimensions</b>	<b>A</b>	<b>β</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>t</b>	<b>Sig</b>	<b>F</b>	<b>The dependent variable</b>
<b>Environmental vigilance</b>	1.43 4	.63 5	.61 5	.37 9	7.1 99	.000	51. 82 9	<b>Effectiveness of work teams</b>
<b>Degree of freedom</b>	1 , 85 , 86							

2. The value of the calculated test (0.000) is lower than the level of significance (0.05), the value of the test (T) of (8.234) for the value of beta, the test of the computed (F) value (67.800), and at the degree of freedom (1,85,86). These results confirm that the deviation curve is sufficient to describe the relationship between the independent dimension of competitive vigilance and the dependent variable, the effectiveness of the teams and the level of confidence (95%), as these results indicate the acceptance of the hypothesis, the second sub-hypothesis of the second main hypothesis.

The independent dimension recorded competitive vigilance directly positive effect on the effectiveness of work teams of a sample of the Ministry of Construction and Housing and public municipalities in the city of Baghdad, where the coefficient of determining the model ( $R^2 = 0.444$ ), and this indicates that the vigilance of competitiveness, has interpreted (44.4%) The remaining percentage (55.6%) is attributed to other variables not included in the researched model, which is an acceptable factor that can be used to some extent to explain the changes in the effectiveness of work teams. The marginal slope value ( $\beta = 0.524$ ), associated with competitive vigilance It indicates that any increase of interest from the research sample circles with competitive vigilance by one unit will automatically lead to a change of (52.4%) in the effectiveness of the working teams of the research departments. Note that the standard error of the model (0.064), according to the following prediction equation:

$$\text{Team Effectiveness (Y}^\wedge) = 1.961 + 0.524 (\text{Competitive Vigilance}) + 0.088$$

**Table (6) Matrix of the Effectiveness of Competitive Vigilance on Team Effectiveness (n = 87)**

Independent variable and its dimensions	A	$\beta$	R	$R^2$	t	Sig	F	The dependent variable
Competitive vigilance	1.961	.524	.666	.444	8.234	.000	67.800	Effectiveness of work teams
Degree of freedom	1, 85, 86							

3. The value of the calculated test (0.000) is less than the level of significance (0.05), the value of test (T) of (6.676) for the value of beta, the test of the calculated (F) value (44.566), and at the degree of freedom (1, 85,86) these results confirm that the deviation curve is sufficient to describe the relationship between the independent technological vigilance and the dependent variable, the effectiveness of the teams and the level of confidence (95%), as these results indicate acceptance of the hypothesis, the third subset of the second main hypothesis.

The independent dimension of technological vigilance recorded a positive direct impact on the effectiveness of the working teams of a sample of the Ministry of Construction, Housing and Public Municipalities in Baghdad city, where the coefficient of determining the model ( $R^2 = 0.344$ ), which indicates that technological vigilance, has interpreted (34.4%) The remaining percentage (65.6%) is attributed to other variables not included in the researched model, which is an acceptable factor that can be used to some extent to explain the changes in the effectiveness of work teams. The marginal slope value, ( $\beta=0.427$ ), accompanying the wakefulness of the technic It indicates that any increase in interest from the research sample by technological vigilance by one unit will automatically lead to a change of (42.7%) in the effectiveness of the working teams of the researched circles. Note that the standard error of the model equation (0.064), according to the following prediction equation:

$$\text{Team Effectiveness (Y}^\wedge) = 2.263 + 0.427 (\text{Technological Vigilance}) + 0.064$$

**Table (7) Matrix of Technological Vigilance Effectiveness on Task Force Effectiveness (n = 87)**

Independent variable and its dimensions	A	$\beta$	R	$R^2$	t	Sig	F	The dependent variable
Technological vigilance	2.263	.427	.586	.344	6.676	.000	44.566	Effectiveness of work teams
Degree of freedom	1, 85, 86							

4. The value of the calculated test (0.000) is less than the level of significance (0.05), the value of test (T) of (9.361) for the value of beta, the test of the calculated (F) value (87.633), and at the degree of freedom (1, 85,86), That all values are greater than their value at the level of significance (0.05), these results confirm that the deviation curve is sufficient to describe the relationship between the independent dimension of marketing vigilance and the dependent variable, the effectiveness of the teams and the level of confidence (95%), as these results indicate the acceptance of the fourth sub-hypothesis of the second main hypothesis.

The independent dimension of the marketing vigilance recorded a positive direct impact on the effectiveness of the work teams of a sample of the Ministry of Construction, Housing and Public Municipalities in Baghdad city, where the coefficient of determining the model ( $R^2 = 0.508$ ), which indicates that the marketing vigilance, has explained (50.8%) of the changes that occur in the effectiveness of work teams of the research sample departments, while the remaining (49.2%) is attributed to other variables did not enter the researched model, which is an acceptable factor can be somewhat reliable in explaining the changes that occur in the effectiveness of work teams, and by reference to the value of the marginal slope, which reached ( $\beta = 0.586$ ), and accompanying the marketing vigilance, as it indicates any increase of interest from the research sample departments of marketing vigilance by one unit, will automatically change the amount (58.6%) in the effectiveness of the difference Work for the research circles, note that the standard error of the model equation (0.063), according to the equation of development A following:

$$\text{Team Effectiveness (Y ^)} = 1.773 + 0.586 (\text{Marketing Vigilance}) + 0.063$$

**Table (8) Marketing Vigilance Matrix on Team Effectiveness (n = 87)**

Independent variable and its dimensions	A	B	R	R <sup>2</sup>	t	Sig	F	The dependent variable
Marketing vigilance	1.773	.586	.712	.508	9.361	.000	87.633	Effectiveness of work teams
Degree of freedom	1 , 85 , 86							

5. Finally, the value of the calculated test (0.000) is less than the level of significance (0.05), the value of the test (T) of (9.713) for the value of beta, the test of the calculated (F) value (94.348), and at the degree of freedom (1, 85, 86) These results confirm that the deviation curve is sufficient to describe the relationship between the independent dimension of strategic vigilance and the dependent variable, the effectiveness of the teams and the level of confidence (95%), These results indicate acceptance of the second major hypothesis.

The independent dimension recorded the strategic vigilance directly positive impact on the effectiveness of teams of a sample of the Ministry of Construction, Housing and Public Municipalities in the city of Baghdad, where the coefficient of determining the model ( $R^2 = 0.526$ ), and this indicates that the strategic vigilance, has interpreted (52.6%). The remaining percentage (47.4%) is attributed to other variables not included in the researched model, which is an acceptable factor that can be used to some extent to explain the changes in the effectiveness of work teams. The marginal slope value ( $\beta=0.676$ ), accompanying the alertness only A strategy that indicates any increase of interest from the research sample to the strategic vigilance at the general level by one unit, will automatically lead to a change of (67.6%) in the effectiveness of work teams of the research departments, note that the standard error of the model equation (0.070), according to the following prediction equation :

$$\text{Team Effectiveness (Y ^)} = 1.402 + 0.676 (\text{Strategic Vigilance}) + 0.070$$

**Table (9) Strategic Vigilance Matrix on Team Effectiveness (n = 87)**

Independent variable and its dimensions	A	β	R	R <sup>2</sup>	t	Sig	F	The dependent variable
Strategic vigilance	1.402	.676	.725	.526	9.713	.000	94.348	Effectiveness of work teams
Degree of freedom	1, 85, 86							

The relationship of the impact of strategic vigilance dimensions has been tested together in the effectiveness of the teams, and the multiple regression was used to test the validity of the hypothesis, below the moral level (0.05), with a tabular value of (F) (3.841), to prove the significance of the beta value, by T test and by comparison with the scheduled T value (1.97) at the level of significance (0.05), the results of table (24) test were as follows:

It is clear that the value of test (Sig = 0.00) is less than the level of significance (0.05), while the value of (F) calculated (26.710), which is greater than the tabular value (3.841) at the level of significance (0.05), while the value of beta, for the independent dimension The environmental vigilance was (0.162) with the calculated value (t) (1.428), ie, it is not significant because the value of the calculated T test is less than the tabulated T value at the level of significance (0.05) of 1.97, while the beta value of the competitive Vigilance was (0.219) and the value of (t) calculated (2.089), which is greater than the tabular value, this result indicates the significance of the impact and by (21.9%) in the effectiveness of the teams of the research sample, For beta, the independent dimension of technological vigilance was (- 0.049) and the value of (t) calculated (- 0.521). It was (0.373) and (t) calculated (3.834), which is greater than the tabular value, this result shows the significance of the impact and by (37.3%) in the effectiveness of the teams of the research sample, while the value of the correlation of the overall model (0.568), and the coefficient of determination (0.322), which shows a significant impact, while the prediction formula for the multiple regression of the model, were as follows:

$$\text{Team Effectiveness (Y ^)} = 1.325 + 0.219 (\text{Competitive Vigilance}) + 0.373 (\text{Marketing Vigilance})$$

**Table (10) The Multiple Impact of Strategic Vigilance Dimensions on Team Effectiveness (n = 87)**

Independent variable and its dimensions	A	B	R	R <sup>2</sup>	T	Sig	F	The dependent variable
Environmental vigilance		0.162			1.428			Effectiveness of work teams
Competitive vigilance		0.219	0.752	0.566	2.089	0.000	26.710	
Technological vigilance	1.325	-0.049			-0.521			
Marketing vigilance		0.373			3.834			

## THE FOURTH TOPIC: CONCLUSIONS AND RECOMMENDATIONS

### First: Conclusions

1. Departments of the Ministry of Construction, Housing, Municipalities and Public Works have a good strategic vigilance through which they can effectively monitor their environment, as well as possess technological, competitive and marketing vigilance, respectively.

2. The work teams of the Ministry of Construction, Housing, Municipalities and Public Works have the effectiveness, as a result of the prevalence of trust and values within them, as well as their awareness of their roles, responsibilities and relations, in addition to their knowledge of their goals and objectives under a good leadership keen to activate contacts between the team on the one hand and with other relevant parties.

3. The departments of the Ministry of Construction, Housing, Municipalities and Public Works enhance their strategic vigilance through their continuous interest in the effectiveness of the task forces. The roles and responsibilities of the work teams contribute to activating the strategic vigilance directly, as well as understanding the goals and objectives of the working groups that enhance that vigilance. Trust and values enable them to achieve strategic vigilance in the light of their mutual relations.

4. The departments of the Ministry of Construction, Housing, Municipalities and Public Works employ competitive and marketing vigilance in enhancing the effectiveness of task forces at the general level, although they have an environmental and technological vigilance, but they have not done the required form to achieve the effectiveness of the team assigned by them to accomplish the tasks.

### Second: Recommendations

1. In the light of the statistical analysis data, the researchers believe that the departments of the Ministry of Construction, Housing, Municipalities and Public Works continue to focus more accurately on strategic vigilance, although it is good, through:

- a. Establish an environmental analysis unit to monitor external and internal environmental information.
- b. Monitor and follow up on its competitors, pay attention to technical, operational and strategic

decisions and follow the steps of strategic decision-making accurately.

c. Attract and attract qualified individuals and talents in the field of information technology, as well as the use of modern machinery and tools in the field of construction and construction and in line with the spirit of development at the Arab and international level.

d. Interest in studying the requirements of markets and promote marketing activities with material support in order to build a reputation among the public, and interest in marketing promotion of services, goods and achievements of departments as a media portal to communicate with the public.

2. Departments of the Ministry of Construction, Housing, Municipalities and Public Works shall continue to enhance the effectiveness of team through:

- a. Strengthening the contacts of its working groups.
- b. Empowering the leadership of the working group and supporting it with the authorities, responsibilities and material capabilities to improve the team.
- c. creating guidelines that include the objectives and objectives of the team as a guide for its work.
- d. Defining and clarifying the roles and responsibilities of the team accurately, as well as distributing them fairly and in accordance with the ability and capability of each team member.
- e. To promote confidence and values within the team through the exchange of views, adherence to the objectives of the team and away from individuality, and to embody the bonds of cooperation, and deal with transparency.

3. Departments of the Ministry of Construction, Housing, Municipalities and Public Works shall activate their competitive and marketing vigilance and pay attention and priority. Being the direct way to achieve the effectiveness of its teams, add to the relative attention to its environmental and technological vigilance. The overall attention of the constituencies will enhance the effectiveness of the departments concerned.

### SOURCES:

1. (AFNOR), (1998), Prestations de veille et prestations de mise en place d'un système de veille, Éditée et diffusée par l'Association Française



de Normalisation (AFNOR), Tour Europe 92049 Paris La Défense Cedex.

2. Azmy, Nurhidayah, (2012), **The Role of Team Effectiveness in Construction Project Teams and Project Performance**, A thesis submitted to the graduate faculty In partial fulfillment of the requirements for the degree of Doctor of Philosophy, Major: Civil Engineering (Construction Engineering & Management), Iowa State University.

3. Belhadj, Meryem, (2017), **Strategic Vigilance is an Inevitable Necessity to Continue in the Contemporary Environment**, Faculty of Economic, Commercial and Management Sciences, University of Abi Bakr Belkaid, Tlemcen, Algeria.

4. Chalus – Sauvannet, Marie - Christine, (2000), **Dynamisation du dispositif de veille stratégique pour la conduite de stratégies proactives dans les entreprises Industrielles**, Thèse pour le doctorat de Sciences de gestion, Faculté de sciences économiques et de gestion, Université Lumière – Lyon 2.

5. Cohen, Susan G. & Ledford, Gerald E. & Spreitzer, Gretchen M. (1996), **A predictive model of self-managing work team effectiveness**, Center for Effective Organizations - Marshall School of Business University of Southern California - Los Angeles.

6. Kamal, Baidah, (2017), **Effectiveness of Teams in Knowledge Building. Case Study - Complex of Research Laboratories (A - D Bahlali Al-Seid), University of Biskra**, Master Thesis in Human Resource Management, Faculty of Economic, Commercial and Management Sciences, Mohammed University Khedr Biskra, Algeria.

7. Khadija, Boukhrija, (2015), **Strategic Vigilance and its Role in the Competitiveness of the Algerian Economic Institution: A Case Study of the Sugar Refining Corporation Ram Mostaganem**, Master of Business Administration, Strategic Specialization, Faculty of Economic and Commercial Sciences and Management Sciences, Wahran University 2 Mohammed Bin Ahmed , Algeria.

8. Lahlou, Hafsa, (2011), **La veille stratégique et son impact sur les entreprises de l'industrie laitière de la wilaya de Béjaia**, Mémoire en vue de l'obtention du diplôme de: magister En sciences de

gestion, Faculté des Sciences Economiques, Sciences de Gestion et Sciences Commerciales, Université Abderrahmane Mira-Bejai.

9. Omar, Ould Abed, & Lamine, Allouati, (2017), **Mechanisms of applying the strategic vigilance in the Algerian economic institutions "a proposed model": an applied study in the Cement Foundation of Chlef**, Academy of Social and Human Studies, Department of Economic and Legal Sciences, No. (17).

10. Paolucci, Nicola & Dimas, Isabel Dórdio & Zappalà, Salvatore & Lourenço, Paulo Renato & Rebelo, Teresa, (2018), **Transformational Leadership and Team Effectiveness: The Mediating Role of Impactive Team Commitment**, Journal of Work and Organizational Psychology (2018) 34(3) 135-144, Colegio Oficial de Psicólogos de Madrid.

11. Tamboura, Inès Boulifa, (2008), **identification des facteurs critiques de succes pour la mise en place d'un dispositif de veille strategique**, these pour l'obtention du doctorat en sciences de gestion, institut supierieur de gestion, Universite de tunis.

12. Voyant Olivier, (1997), **Les enjeux du développement d'un système de veille stratégique intégré au sein des PME-PMI**, Université Lumière Lyon 2 – ISEOR "Les Sthènes d'Ecully", France.