

# The Impact of Strategic Vigilance on Organizational Reputation: The Moderating Role of Relational Capital in Jordanian Commercial Banks

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## Abstract

This study aimed to investigate the impact of strategic vigilance on organizational reputation, along with the moderating role of relational capital, in Jordanian commercial banks. The study defined strategic vigilance in four dimensions: technological vigilance, marketing vigilance, environmental vigilance, and competitive vigilance. It also defined organizational reputation in four dimensions: social responsibility, talent attraction, emotional appeal, and innovation. The study population consisted of managers at the top and middle management levels in Jordanian commercial banks. A simple random sample was selected, and 131 questionnaires were returned and analyzed using SPSS. The study revealed high level of interest in strategic vigilance and medium level of organizational reputation among the banks in the study population. It also found a significant impact of strategic vigilance on organizational reputation, and that relational capital acts as a significant mediator in this impact. The study recommended that Jordanian commercial banks increase their focus on market intelligence, given its importance as a crucial component of strategic intelligence, which the study's findings indicated impacts on the reputation of Jordanian commercial banks. It also recommended that banks increase their focus on competitive intelligence by seeking opportunities that competitors have overlooked and gathering information about competitors to enhance their ability to predict their reactions.

**Keywords:** Strategic Vigilance, Organizational Reputation, Relational Capital, Commercial Banks, Jordan

**Introduction**

Strategic vigilance is a systematic approach to organizational strategic management. It focuses on the optimal management of information that helps decision-makers develop the organization, ensure its operations, and enhance its competitiveness. This is achieved through well-planned steps, starting with gathering information from the organization's environment, processing and analyzing it, then disseminating and utilizing it to capitalize on available opportunities and avoid potential risks. All of this is done proactively and anticipatorily, keeping pace with external changes (Alawi, 2014).

The organizational environment is characterized by constant change and intense competition. Organizations compete with each other to achieve survival and success. To continue operating within this environment, organizations must adopt a new mechanism that enables their continuity. This mechanism emphasizes monitoring all developments and emerging trends in the organization's environment, tracking competitors' strengths and weaknesses, their strategies, and their future goals (Azzouz, 2023).

Organizational reputation is a type of perception and impression that an organization receives from its stakeholders and society at large. Researchers believe that organizational reputation has become one of the most prominent and important standards, posing a significant challenge to various organizations in terms of their rapid response to changes and challenges in the surrounding environment. It also demonstrates their ability to shape the perception of stakeholders and beneficiaries. Furthermore, they argue that its benefits are numerous, including gaining the satisfaction, loyalty, and trust of those who interact with the organization, increasing their awareness of its positive image, and contributing to the preservation of their own capital as shareholders. Organizational reputation also enhances an organization's ability to retain its employees and motivates them to perform better. It also supports and protects the organization from potential risks during crises (Omair & Salah El-Din, 2017).

In line with the relationship between strategic vigilance and organizational reputation, several studies have considered relational capital to be the most important intangible resource for a company, given its fundamental role. This role is based on the idea that companies are not isolated systems, but rather systems whose success depends largely on their relationships with their environment. Internal and external, this type of capital encompasses the value generated from relationships not only with customers, but also with suppliers, shareholders, and all stakeholders in general.

Relational capital has become a new source of competitive advantage. Companies that improve their relationships with customers and suppliers and enhance their satisfaction will achieve better business performance and increase their value. Alliances also allow for cost reduction and are essential for meeting the challenges of the contemporary business environment, such as the complexity of technological research and the high costs of research and development (Ben Hamoud & Boukhmak, 2022).

**Study Questions**

The problem addressed in this study is organizational reputation in Jordanian commercial banks, considering relational capital as a moderating variable influencing the impact of

strategic vigilance on organizational reputation in these companies. The study's central problem lies in the increasing interest among institutions in establishing a strategic vigilance system to cultivate organizational reputation amidst the current rapidly changing environment, characterized by the information and technology revolution and the globalization of business. This has imposed new conditions for competition and reputation building, posing a fundamental challenge to commercial banks in the business world. These banks have no option but to meet this challenge with a high degree of strategic vigilance.

Based on the above, the study questions can be formulated as follows:

- What is the level of strategic vigilance practice in Jordanian commercial banks?
- What is the level of organizational reputation in Jordanian commercial banks?
- What is the level of relational capital in Jordanian commercial banks?
- What is the impact of strategic vigilance on organizational reputation in Jordanian commercial banks?
- What is the role of relational capital in the impact of strategic vigilance on organizational reputation in Jordanian commercial banks?

### **Study Objectives**

1. To identify the level of strategic vigilance practice and its dimensions in Jordanian commercial banks.
2. To identify the level of organizational reputation and its dimensions in Jordanian commercial banks.
3. To identify the level of relational capital in Jordanian commercial banks.
4. To identify the impact of strategic vigilance on organizational reputation in Jordanian commercial banks.
5. To identify the role of relational capital in the impact of strategic vigilance on organizational reputation in Jordanian commercial banks.

### *Study Hypotheses*

Ho1: There is no statistically significant impact of strategic vigilance on organizational reputation in Jordanian commercial banks.

Ho2: There is no statistically significant role of relational capital in the impact of strategic vigilance on organizational reputation in Jordanian commercial banks.

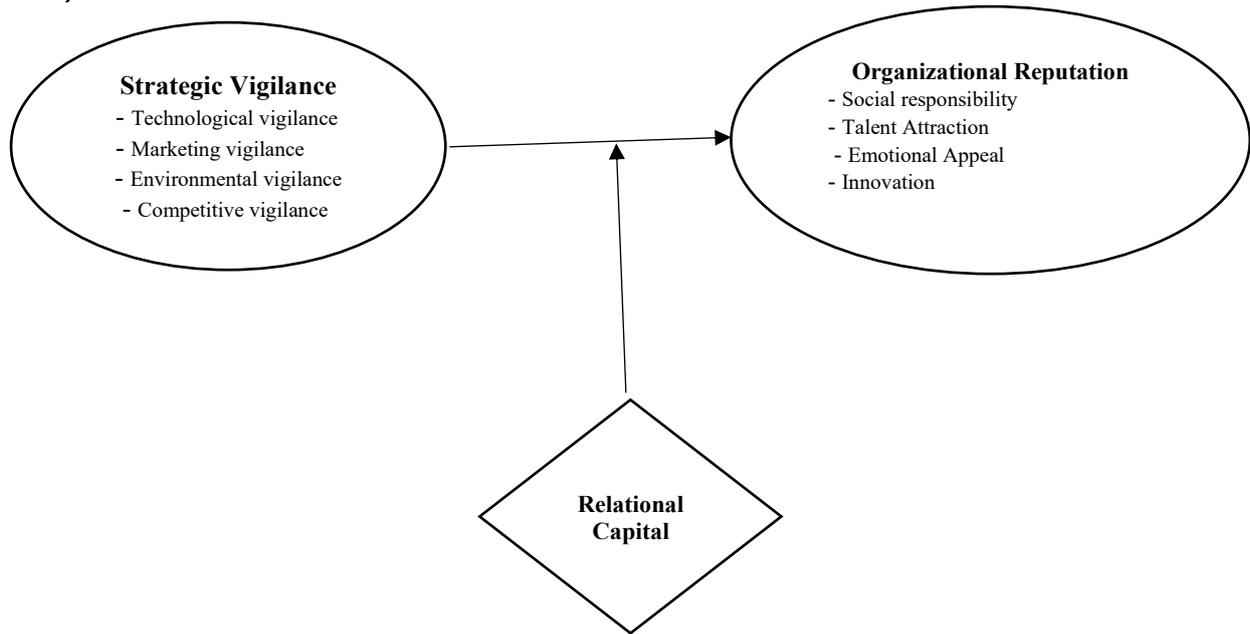
*Study Model*

Figure 1 Study model

**Theoretical Framework***Strategic Vigilance*

Strategic vigilance is derived from the word "vigila," the infinitive form of the Latin verb "vigilare," meaning "to observe" or "to be vigilant." The term "radar surveillance" refers to the use of radar technology for continuous monitoring and surveillance of a specific location or area to maintain its security and protect against potential threats (Sahmadi & Belachi, 2022). The concept of strategic vigilance has evolved as a result of research and development in the field of strategic management. Strategic vigilance enhances organizations' ability to collect and utilize proactive information about their surrounding environment to analyze potential opportunities and threats (Hassan & Hamed, 2022).

Strategic vigilance is a modern concept in business management that significantly contributes to improving organizations' interaction with their changing environment and understanding the impact of these changes on various stakeholders. This is achieved through adopting a vigilance system that helps the organization continuously monitor its environment. This process can be viewed as a necessary step towards enhancing the ability to make strategic decisions (Jalod et al., 2021). Strategic vigilance is considered an informational process aimed at opening up opportunities for the organization and reducing its level of uncertainty (Lesca, 1994).

Strategic vigilance is defined as a continuous process in which the environment is monitored and analyzed meticulously. Information is systematically collected and evaluated to identify opportunities that can be exploited and threats that must be avoided. Based on this analysis, the organization's strategy is appropriately reformulated to achieve its objectives and avoid potential risks. The goal of strategic vigilance is to enhance the organization's ability to adapt to changes in the environment and maintain its competitiveness and long-term success (Alshaer, 2020). Strategic intelligence is a strategic

process undertaken by an organization to understand its environment, utilize available information, and analyze the internal and external environment. Its aim is to create favorable opportunities and mitigate potential risks. Strategic intelligence relies primarily on gathering and carefully analyzing available information to understand the internal and external factors affecting the organization (Hamed, 2020).

Strategic vigilance is viewed as an ongoing, collaborative process in which a team of individuals voluntarily gathers predictive information (Hindawi, 2023). It is a continuous process throughout an organization's life cycle, aiming to understand and respond to changes in the surrounding environment. The primary objective is to provide senior management with the necessary strategic information, enabling them to make appropriate strategic decisions. These decisions aim to enhance the organization's competitiveness and achieve organizational excellence (Abu Aziz et al., 2022).

Strategic vigilance expresses the effort made by the organization to monitor its environment comprehensively and intelligently. This monitoring includes following technological, scientific and technical developments and carefully analyzing them to understand the potential impacts. The goal is to avoid risks and exploit opportunities, and to make strategic decisions that enhance the organization's ability to adapt to expected transformations in its environment. This process also enables the organization to detect potential changes in its environment and provide effective responses to them. Furthermore, through the accurate analysis of information, the organization can reach a deep understanding of potential challenges and opportunities, enabling it to make informed strategic decisions (Abu Hamour & Al-Anaswa, 2023).

### *Strategic Vigilance Dimensions*

Strategic vigilance is a comprehensive concept encompassing all organizational activities, given the diversity of the surrounding environment. The objective of strategic vigilance is to gather information from the organization's environment to make strategic decisions. This information must be comprehensive, covering all environmental variables. Therefore, strategic vigilance has been categorized according to the targeted area of activity, which is the most common classification (Jaber, 2023). The researchers adopted a concise model consisting of four dimensions of strategic vigilance, although it is possible to combine more than one dimension: technological vigilance, marketing vigilance, environmental competitive vigilance, and competitive vigilance.

**1. Technological Vigilance:** Technological vigilance reflects the organization's special attention to technological developments, including scientific discoveries, such as academic and applied research, the innovation of goods or services, or the emergence of new technologies. This vigilance enables the organization to stay abreast of modern technology, helping it adapt to developments in the technological environment (Qadim, 2023). Technological vigilance refers to an organization's efforts to monitor and track its surrounding technological environment. The goal is to discover and analyze all potential technological developments that could affect the organization, thereby providing a knowledge base that enables it to anticipate future transformations and take the necessary measures to protect itself and enhance its technological advancement (Boudhen & Soltani, 2021). Technological vigilance primarily focuses on the impact of technological developments on the organization's

strategies and the strategic actions of competing organizations. This type of vigilance primarily focuses on tracking progress in the technological and scientific fields, highlighting technological and technical innovations in product development (Al-Ghannam, 2024).

Technological vigilance reflects the organization's particular attention to technological development, encompassing scientific discoveries and the creation of goods and services that incorporate new technologies. This attention aims to enable the organization to remain constantly connected to emerging technologies that may impact it.

**2. Marketing Vigilance:** Marketing vigilance can be viewed as a set of tools that enable management to continuously explore and investigate shifts and changes in the organization's marketing environment, relating to customers, suppliers, and markets (Atwi & Khattab, 2023). It is a means of providing decision-makers with proactive and predictive information about changes in the marketing environment. Consequently, organizations pay close attention to it in order to improve their marketing performance and maintain their competitiveness. Moreover, marketing vigilance contributes to facilitating dealings with a diverse range of customers with different cultures and orientations (Mohammed, 2023). Marketing vigilance pays particular attention to meeting customers' long-term needs and also seeks to strengthen relationships with them. However, the organization focuses on introducing new products and exploring new markets. It must also continue developing its products and improving relationships with suppliers, while emphasizing the provision of products at a reasonable cost (Natou, 2020). Marketing intelligence involves thorough research and in-depth analysis of information related to an organization's markets, careful monitoring of market developments and customer behavior, and the continuous launch of new products. The importance of marketing intelligence lies in the ability to recognize and understand ongoing marketing changes within the organization's environment (Hassan & Dawood, 2020).

Marketing vigilance serves as a monitoring tool used by organizations to obtain proactive information and forecasts about changes in their marketing environment. This is achieved by tracking the continuous shifts in customer needs and complaints, enabling the organization to analyze its customer relationships to meet those needs and interact effectively with their diverse cultures.

**3. Environmental Vigilance:** Environmental vigilance is considered one of the most important dimensions. Organizations must be cautious and alert to even the slightest changes in their environment. Environmental vigilance aims to gather and disseminate information about the social, cultural, legal, and political aspects of the organization's internal and external environment (Natou, 2020). Environmental vigilance is a prominent aspect of the organization's external environment, which significantly impacts its life and work. These aspects can be a source of threats that negatively affect the organization's activities, but they can also be transformed into opportunities that can be effectively leveraged (Alabbasi, 2022). Environmental vigilance includes legal and financial vigilance, as well as geopolitical and environmental-cultural vigilance. Implementing environmental vigilance is a difficult task for organizations due to its broad nature within the remaining environment. Organizations face a significant challenge in handling specific information with utmost care. This involves meticulous analysis, processing, and dissemination of information to decision-makers (Hashim, 2023).

**4. Competitive Vigilance:** Competitive vigilance means monitoring competitors and new market entrants periodically. This analysis involves studying competitive needs and specific conditions in particular sectors or regions to understand the factors affecting organizational performance and identify opportunities and challenges within those sectors or regions. The organization must carefully examine competitors in terms of their titles, legal structure, activities, workforce, brand, financial reports, investments, and projects. This aims to extract useful data to avoid threats and capitalize on potential opportunities (Natou, 2023).

Competitive intelligence involves identifying the organization's current and potential competitors and also focuses on monitoring the environment in which other organizations operating in the same sector compete. This is done by collecting information on analyzing the internal environment (strengths and weaknesses) and the external environment (opportunities and threats). A competitive analysis is then conducted, and the results are extracted and used in making strategic decisions. Competitive intelligence also pays special attention to monitoring competitors' activities by collecting the necessary information to understand their actions. This allows the organization to prepare to face competitors' moves in the future, in order to determine the appropriate strategies to counter any danger that may arise from them (Al-Zuhairi, 2018).

#### *Organizational Reputation*

Othman and Mohammed (2015) consider organizational reputation a multidimensional concept. It is a strategic resource that provides organizations with a competitive advantage, embodies the organization's culture and identity, and serves as a guiding indicator of the organization's effective implementation of its activities. It develops and is refined over time. According to Marconi (2002, p. 9), reputation management and the organization's image are treated as assets that are shaped, nurtured, protected, and utilized. This reputation motivates the organization to sponsor events and activities aimed at generating goodwill and a positive reputation within the community and globally. In other words, it is a sound reputation management strategy for the organization to give back to the community in which it operates. Therefore, charitable acts should not go unnoticed. Anonymous contributions and acts of kindness are beneficial to business. Organizations should humbly take pride in their actions, as a good reputation is the cornerstone of successful businesses.

Feldman et al. (2012) defined it as follows: It is essentially what employees expect from their organizations after product delivery, emphasizing comprehensive openness and genuine reconciliation with all influential parties within the organization. Rashid and Al-Ziyadi (2014) define reputation as the impression formed in the minds of stakeholders regarding an organization's policies, activities, systems, and decisions. This impression determines the continuation of their relationships, dealings, and support, and is embodied in all the distinguished efforts and achievements through which the organization aims to gain community satisfaction and achieve its well-being. On the other hand, Darwish and Burns (2019) define it as the subjective and objective evaluation of an organization based on communication, emotions, and experiences of its stakeholders.

An organization's reputation is considered an intangible asset that is built over time, representing value and trust among stakeholders. Thanks to it, the organization achieves its strategic goals such as value creation, profit growth, and sustainable competitive advantage.

Every distinctive and unique reputation that cannot be replicated can protect the organization during times of crisis and difficult economic conditions (De Marcellis & Teodoresco, 2012, 7). On the other hand, Mahdi and Shamran (2017) see it as an intangible asset with intrinsic value that achieves competitive benefits, encourages loyalty, and attracts customers. It is embodied by a set of values represented by authenticity, honesty, reliability, integrity, creativity, and social responsibility, which the organization possesses and which individuals perceive through the image they form of it.

### *Organizational Reputation Dimensions*

**1. Social Responsibility:** Corporate social responsibility (CSR) is defined as the commitment of organizations to operate according to ethical standards that promote sustainable development. It encompasses practices aimed at improving employee well-being, protecting the environment, and fostering social justice (Onyekwelu et al., 2024). CSR represents a business model in which organizations integrate social and environmental concerns into their operations and interactions with stakeholders. It reflects the organization's commitment to economic, social, and environmental sustainability, with environmental management referring to the responsible use and protection of natural resources through conservation and sustainability practices (Eyo-Udo et al., 2024).

Uduji et al. (2025) add that CSR is a strategic approach designed to integrate social and economic considerations into organizational policies, thereby promoting sustainable development and contributing to the well-being of individuals and communities. Rosa et al. (2025) emphasize that CSR has become a fundamental concept in contemporary management thought, as organizations are no longer measured solely by their ability to generate profits, but also by their commitment to ethical and developmental values toward society and the environment.

Thus, CSR is no longer merely an ethical obligation or charitable initiative; it has become a cornerstone of modern organizational strategies. It reflects the extent to which organizations adopt sustainable practices that positively impact both society and the environment.

**2. Talent Attraction:** Talent attraction refers to the efforts made by organizations to recruit the most skilled and talented employees in the labor market. This is achieved through practices that enhance the organization's ability to attract talent, such as organizational reputation, attractive salary and reward policies, the provision of training opportunities, career advancement prospects, and the establishment of a positive organizational climate (Abu Ziyadah, 2021).

Radwan (2012, 18) further defines talent attraction as a set of measures that contribute to retaining talent. These include ensuring opportunities for learning, development, and promotion within the organization; collecting data on competitors' policies regarding talent attraction and retention; identifying and addressing the causes and factors that lead to talent turnover; recognizing and supporting talented employees' achievements; providing appropriate material and moral incentives; and fostering a supportive organizational culture that encourages creativity and innovation.

**3. Emotional Appeal:** Emotional appeals employ the peripheral route of communication, whereby emotions and existing mental shortcuts can influence consumer decisions rather than detailed evaluations. This model helps explain why emotional appeals may be more effective than rational appeals in certain contexts, particularly when the primary objective is to deliver information that can alter consumer perceptions and leave a lasting impression. Such impressions encourage consumers to remain loyal to the brand in question (Hsu et al., 2018).

Emotional appeals that are built upon consumers' fundamental characteristics—such as passion, belonging, and achievement—strengthen their attachment to the brand. This relationship goes beyond the mere choice of a brand, contributing to the creation of deep and sustainable loyalty based on emotional alignment between the consumer and the brand (Babić-Hodović et al., 2022).

Emotional appeals are considered advertising strategies designed to evoke emotional responses among consumers (Hodge, 2015).

Alnawas and Altarifi (2016) note that when consumers develop an emotional bond with a brand, they tend to repurchase more frequently because they feel connected to it. This emotional bond can be cultivated through storytelling, commercial messages that relate to people's lives, and references to consumers' values and memories.

**4. Innovation:** Innovation is defined as the process aimed at developing new ideas within organizations and applying them. Comprehensive development implies covering all aspects of new ideas and transforming them into specific perceptions that can be tangibly experienced by the organization or its customers (Hassan, 2013).

Others view innovation as the ability of organizations to generate new solutions that create added value more rapidly than competitors in the market (Al-Haddad, 2013). From Mahmoud Kandil's perspective, innovation refers to a new product or process, or improvements made to products or services (or a combination thereof), which differ significantly from existing products or processes, provide added value, and contribute to solving problems. Examples include innovations in organizing work at the corporate and individual levels, or in structuring production processes locally and globally.

Thus, innovation relates to actions that improve daily life and contribute to raising economic standards. It represents a journey toward inclusive growth and accelerated sustainability (Kandil, 2024, 3).

#### *Relational Capital*

Relational capital consists of the set of relationships that an organization maintains with external environment agents such as customers, suppliers, investors, competitors, and others. It also reflects individuals' ability to work in teams according to a set of shared rules and values. Relational capital embodies the knowledge and skills acquired through communication processes and work experiences with agents connected to the organization.

Social activities play an important role, as they provide the capacity to create and exchange knowledge necessary for generating sustainable competitive advantages. Defined relational capital can create such advantages because its imitation is costly, thereby enabling

organizations to preserve these benefits. It is identified as a set of intangible values that highlight the organization's ability to generate benefits both today and, in the future, (Varajao et al., 2015, 91).

Relational capital also refers to the resources and benefits derived from personal relationships within a social network or organization. Strong and positive personal ties can generate both tangible and intangible benefits, such as emotional support, access to privileged information, employment opportunities, career advancement, social influence, and assistance in times of need. These connections are particularly valuable in business, academia, and community contexts, where trust and reciprocity can lead to greater organizational success (Lombardia & Albiol, 2024, 12).

According to Capello and Nijkamp (2019, 133), relational capital is defined as the set of bilateral and multilateral ties developed by local actors, both within and outside the region, which establish specific objectives and selected outcomes. It represents a network of proximity relations that integrate a local production system with a system of actors, representations, and industrial culture, thereby generating a dynamic local process of collective learning.

Relational capital is closely linked to geographical proximity, which is associated with social and cultural closeness. This proximity facilitates the existence of shared behavioral models, mutual trust, common language, shared representations, and collective ethical and cognitive symbols, all of which strengthen relational connectedness.

Falkheimer and Heide (2022, 319) describe relational capital as a reservoir of goodwill that emerges from relationships among members of a network or system. Through participation, relational capital can be created, accessed, or further developed. A relational approach to participation involves a long-term commitment to interaction, communication, and engagement with individuals, groups, and organizations within a network, embedding capital within the relational ties among members.

The formation of long-term relationships allows organizations to build relational capital, which arises from the interconnectedness and reciprocal interaction among entities bound by relationships. It is established on the basis of relational resources created between the organization and its external stakeholders (Lis & Szyszka, 2020, 13).

Aung and DePablos (2016, 178–179) argue that relational capital extends to the definition of customer capital by incorporating both sides of the value chain. It is a broader term that encompasses not only the value of customer relationships but also the value of relationships with shareholders, governments, and companies in strategic alliances. Relational capital consists of the organization's ties with external partners, customers, suppliers, competitors, alliance partners, research institutes, and knowledge of market channels.

The authors emphasize that relational capital represents the valuable relationships a company maintains with its suppliers, customers, competitors, partners, and other stakeholders. It also reflects the inherent value in the company's external connections, such as market relations, power relations, and inter-company cooperation. Collaboration plays a

crucial role in accessing privileged information and employment opportunities, thereby supporting the achievement of economic objectives.

#### *Previous Study and Study Hypotheses*

Mustafa's study (2022) examined the impact of strategic vigilance on organizational reputation and the mediating role of institutional performance in Mansoura University Hospitals. The study concluded that the dimensions of strategic vigilance (technological vigilance, competitive vigilance, marketing vigilance, and environmental vigilance) do not all significantly influence the dimensions of organizational reputation (social responsibility, service quality, innovation, talent attraction, and organizational image). Specifically, competitive vigilance had no significant impact on any of these dimensions.

Taher's (2022) study aimed to analyze and evaluate the Egyptian public's perceptions of the relationship between the World Health Organization's (WHO) institutional credibility and reputation. This was achieved by examining the public's exposure to the communication strategies and messages adopted by the WHO in its response to and management of the COVID-19 pandemic. The research aimed to identify indicators that demonstrate the effectiveness of communication management during this crisis, its role in enhancing institutional credibility, and its relationship to the organization's reputation.

Al-Zahrani's study (2025) investigated the impact of strategic leadership (strategic direction, organizational culture, human capital, ethical practices, and organizational control) on enhancing organizational reputation from the perspective of employees at King Abdulaziz University in Saudi Arabia.

The results showed that the level of organizational reputation at the university was high, and that strategic leadership had a significant impact on organizational reputation.

The study by Kogabek and Kolli (2022) attempted to demonstrate the role of entrepreneurial vigilance in enhancing strategic reputation. The study concluded that there is a significant correlation between the dimensions of entrepreneurial vigilance and strategic reputation, and that entrepreneurial vigilance, in its various dimensions, has a statistically significant impact on strategic reputation.

In light of the results of the above previous studies, the study hypotheses can be defined as follows:

Ho1: There is no statistically significant impact of strategic vigilance on organizational reputation in Jordanian commercial banks.

Ho2: There is no statistically significant role of relational capital in the impact of strategic vigilance on organizational reputation in Jordanian commercial banks.

## **Method**

### *Sampel*

The population of this study consisted of senior and middle managers in 12 Jordanian commercial banks, totaling 331 managers. A simple random sample of 181 managers was selected, and an electronic questionnaire was distributed to them. Of these, 133 managers responded and were included in the study.

### Measurement

To measure the study variables, a four-dimensional scale was used to measure strategic vigilance. These dimensions, most commonly used in previous studies, are: technological vigilance, marketing vigilance, environmental vigilance, and competitive vigilance. Twenty items were used to cover these dimensions, drawing on previous research (Abu Aziz, 2022; Al-Zuhairi, 2018; Alabbasi, 2022; Al-Ghannam, 2024). To measure organizational reputation, four dimensions frequently mentioned in previous studies were adopted: social responsibility, talent attraction, emotional appeal, and innovation. Items were developed to cover these dimensions, based on previous research (De-Marcellis & Teodoresco, 2012; Feldman et al., 2014; Omeir & Ahmed, 2017). To measure relational capital, eight items were developed after reviewing existing studies on this variable (Ben Hamyoud, & Boukhemkhem, 2022; Rosa et al., 2024; Lis & Szyszka, 2020).

### Results

Table 1 presents the demographic characteristics of the managers in the study sample, including gender, age, experience, and educational. The analysis revealed that the majority of managers were male (96, or 72.2%). In terms of age, the majority (75, or 56.4%) were between 30 and 40 years old. Regarding experience, the focus was on the 10–15-year age group (51, or 38.3%). The majority of managers (116, or 87.2%) held a bachelor's degree.

Table 1

#### Demographic characteristics

Variable	Frequency	Percentage
<b>Sex</b>		
Male	96	72.2
Female	37	27.8
<b>Age (years)</b>		
Less than 30	22	16.5
30- less than 40	75	56.4
40 - less than 50	31	23.3
50 and more	5	3.8
<b>Experience (years)</b>		
Less than 10	40	30.1
10- less than 15	51	38.3
15- less than 20	22	16.5
20 and more	20	15.0
<b>Education</b>		
Bachelor's	116	87.2
Master's	16	12.0
PhD	1	.8
	133	100

Table 2 presents the number of items, Cronbach's alpha coefficient, mean, and standard deviation for the study variables. The study employed three levels to determine the availability of the study variables and their dimensions: low (1 - less than 3.34), medium (2.34 - less than 3.67), and high (3.67 - 5).

The results indicate that all Cronbach's alpha values were greater than 0.70, ranging from 0.841 to 0.940. The mean for the strategic vigilance dimensions was high for both

technological vigilance (mean 3.809, standard deviation 0.915) and environmental vigilance (mean 3.698, standard deviation 0.811). The mean values for marketing and competitive vigilance were at medium levels. The overall mean for all strategic vigilance items was high (3.673). Regarding the organizational reputation items, the results indicate that all dimensions were at a medium level, ranging from 3.125 for talent attraction to 3.603 for emotional appeal. The overall mean score for the organizational reputation items was 3.441, which is also moderate. The results also showed that the level of relational capital was medium, with a mean score of 3.667.

Table 2

*Descriptive analysis*

Variable	Items	Alpha	Mean	Std. deviation
Technological vigilance	5	0.931	3.809	0.915
Marketing vigilance	5	0.931	3.612	0.909
Environmental Vigilance	5	0.899	3.698	0.811
Competitive vigilance	5	0.928	3.571	0.930
<b>Strategic vigilance</b>	20	-	3.673	-
Social responsibility	5	0.876	3.490	0.892
Talent attraction	5	0.953	3.125	1.122
Emotional appeal	5	0.841	3.603	0.824
Innovation	5	0.940	3.546	1.001
<b>Organizational reputation</b>	20	-	3.441	-
<b>Relational capital</b>	8	0.847	3.667	0.648

Table 3 presents the results of the Ho1 test regarding the impact of strategic vigilance on organizational reputation using multiple regression. The test results indicated a significant impact of strategic vigilance on organizational reputation, with an R<sup>2</sup> value of 0.759. This means that 75.9% of the change in reputation is attributable to strategic vigilance. The F-value was 100.627, with a significance level of 0.000. The same table shows that marketing and environmental vigilance were the significant dimensions, with B values of 0.356 and 0.406,  $\beta$  values of 0.372 and 0.378, and T values of 3.739 and 3.782, respectively, with a significance level of 0.000. Technological and competitive vigilance, however, were not significant. The results of the Ho1 test support the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that strategic vigilance has an impact on organizational reputation in Jordanian commercial banks.

Table 3

*Impact of strategic vigilance on organizational reputation*

R	R <sup>2</sup>	F	Sig.	Variable	B	$\beta$	T	P
0.871	0.759	100.627	0.000	Technological vigilance	0.022	0.023	0.297	0.767
				Marketing vigilance	0.356	0.372	3.739	0.000
				Environmental Vigilance	0.406	0.378	3.782	0.000
				Competitive vigilance	0.136	0.145	1.660	0.099

Tables 4 and 5 show the results of the Ho2 test, which relates to the role of relational capital in the impact of strategic vigilance on organizational reputation, using hierarchical regression. In Table 4, the analysis results showed a significant role for relational capital in the impact of strategic vigilance on organizational reputation. The R<sup>2</sup> value increased to 0.759

for the impact of strategic vigilance on organizational reputation in model 1, but after including relational capital in model 2, the  $R^2$  value increased to 0.840, a difference of 0.081. This represents the percentage increase caused by relational capital in the impact of strategic vigilance on organizational reputation.

Table 4

*Model summary for Ho2*

Model	R	$R^2$	$R^2$ change	F change	P
1	0.871	0.759	0.759	100.627	0.000
2	0.917	0.840	0.081	64.500	0.000

Table 5 shows that the presence of relational capital improved the impact of strategic vigilance on organizational reputation, with a  $\beta$  value of 0.465 and a T-value of 8.031, at a significance level of 0.000. These results indicate a significant role for relational capital in the impact of strategic vigilance on organizational reputation in Jordanian commercial banks. Therefore, the Hoo2 hypothesis is rejected, and the alternative hypothesis, which states that relational capital plays a significant role in the impact of strategic vigilance on organizational reputation in Jordanian commercial banks, is accepted.

Table 5

*Coefficient for Ho2*

Variable	Model 1			Model 2		
	$\beta$	T	P	$\beta$	T	P
Strategic vigilance	0.023	0.297	0.767	-0.054	-0.842	0.401
Marketing vigilance	0.372	3.739	0.000	0.310	3.800	0.000
Environmental Vigilance	0.378	3.782	0.000	0.127	1.448	0.150
Competitive vigilance	0.145	1.660	0.099	0.147	2.063	0.041
Relational capital				0.465	8.031	0.000

## Discussion

This study examined the impact of strategic vigilance on strategic reputation and the moderating role of relationship capital in Jordanian commercial banks. After presenting the theoretical framework of the study variables and analyzing the data collected from senior and middle management, a set of findings was reached, which are discussed below:

There is a high level of management interest in strategic vigilance within Jordanian commercial banks. Bank management places great importance on the technological and environmental dimensions, monitoring technological developments and training employees on how to use these technologies to replace outdated ones. Banks also clearly monitor environmental changes and strive to serve the local community.

The reputation of these banks is at a moderate level. They work diligently and rapidly to build their organizational reputation by providing innovative services that satisfy their customers. They also make serious efforts to fulfill their social responsibility through fair competition and striving to improve their services, in addition to contributing to supporting the community in many social and cultural events.

There is a moderate level of relationship capital. Banks seek to enter into partnerships with numerous organizations and pursue membership in professional associations, based on a clear and comprehensive plan. Strategic foresight has a significant impact on organizational reputation. By monitoring and adopting technological advancements relevant to their operations, pursuing emerging market opportunities, adhering to government regulations, and tracking competitor activity, banks can position themselves competitively and attract talented employees to deliver exceptional services, thereby enhancing their customer perception.

Relational capital also plays a crucial role in the impact of strategic foresight on organizational reputation. Positive relationships with stakeholders—including customers, other organizations, and the government—enhance a bank's ability to improve its reputation by remaining attentive to and proactively addressing developments in its operating environment.

The results obtained by the study can be considered a contribution to confirming the theoretical relationship between strategic vigilance and organizational reputation, and the positive role of relational capital in this relationship, which is an important indicator for the management of organizations that seek to build a good reputation to pay attention to strategic vigilance, in addition to relational capital.

### **Recommendations**

1. Increased attention from Jordanian commercial banks to marketing intelligence, given its importance as a crucial component of strategic intelligence, which the study results indicated has a significant impact on the reputation of Jordanian commercial banks. This can be achieved by developing a different marketing strategy for each target segment, cultivating strong customer relationships to build a distinctive brand image, and exploring new markets.
2. Increased attention from Jordanian commercial banks to competitive intelligence by identifying opportunities overlooked by competitors and gathering information about competitors to enhance their ability to anticipate their reactions.
3. Adoption of clear criteria by Jordanian commercial banks for attracting and nurturing talented employees to retain them for longer periods, through incentives, ensuring their satisfaction, and involving them in decision-making.
4. Increased commitment from Jordanian commercial banks to their social responsibility by allocating a specific budget to support local community projects, providing educational scholarships to high-achieving local students, adhering to government regulations, and upholding the principle of equal opportunities in employee recruitment.
5. Jordanian commercial banks should adopt specific policies to build a positive image among their customers by using genuine advertising to influence customer behavior, avoiding misleading advertising, and utilizing celebrities to promote their services.
6. A financial budget should be allocated to research and development through the use of advanced technologies to enhance the services offered by Jordanian commercial banks.

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