

Creative Thinking as a Mediating Variable for the Relationship Between Strategic Alertness and Service Quality

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Abstract

This study aimed to know the effect of creative thinking as an intervening variable in the relationship between strategic vigilance and service quality: a survey study in the Iraqi Ministry of Planning. The study was applied to formation managers with the rank of (Assistant General Manager, Head of Department, Division Head, Unit Head) who were selected as a deliberate sample consisting of (286) employees. The study used the questionnaire as the main tool used to collect data and information from the study community in addition to personal interviews. The questionnaire was distributed to the entire selected sample and (235) of them were received, valid for analysis and study. If the study sought to test a number of hypotheses that were put forward regarding the hypotheses of association and influence, Through the results of the analysis of the sub-hypotheses, the study concluded that there is a correlation between each of the study variables, as well as the presence of a significant positive influence relationship between the variables, and that the creative thinking variable has a positive influence on the relationship between both variables: strategic alertness and service quality. The study recommends that the organization under study should focus on enhancing the concepts of creative thinking, strategic vigilance, and service quality among all employees by holding workshops and awareness courses on these concepts to instill them in them, in addition to establishing a research unit concerned with studying the variables surrounding the organization with the aim of the organization benefiting from external opportunities and reducing threats.

Keywords: Strategic vigilance, creative thinking, service quality.

1. Introduction

The services sector is considered one of the most important sectors governing the current economic business environment. Therefore, many studies and research are conducted to examine this sector due to its significant importance, as it directly affects people's lives. Nevertheless, it has been found that only a limited number of studies have focused on the variables of the current study in the services sector, whether conceptually or perceptually, to understand the practical benefits of applying these variables and to identify the advantages of their implementation. Consequently, the services sector in Iraq currently faces numerous challenges that hinder

organizations' ability to perform their tasks properly. Since the Iraqi Ministry of Planning serves as the primary supporter of development, including economic development, and is the leading entity responsible for preparing and formulating plans, as well as conducting studies and strategies aimed at advancing the economic service sector in the country, it is essential to expand local frameworks of action. This can be achieved by leveraging the experiences of other organizations to make comparisons and learn from them to improve the quality of services provided. Hence, strategic awareness emerged due to transformations occurring in the organization's surrounding environment, aiming to broaden the perspectives of those responsible for planning in organizations. Therefore, there is a strong correlation between strategic awareness and an organization's ability to develop its operations. This correlation is evident in the capacity of strategic awareness to identify issues arising in the organization's surrounding environment. Consequently, it is crucial to understand the extent of the organization's ability to take actions that allow it to benefit from this awareness by encouraging individuals to present innovative ideas that enhance the organization's ability to provide high-quality services. As a result of global developments in service delivery, numerous concepts have emerged that organizations can adopt to achieve excellence and success. These concepts include strategic awareness, creative thinking, and service quality. By adopting these concepts, organizations can transition from a theoretical framework to practical application, as many organizations in various countries have already done.

2. Study problem

Current business organizations face numerous challenges that hinder their ability to maintain positive work values. As a result, in recent years, many administrative concepts have been adopted to enhance organizational performance. This has led to the necessity of implementing a system of strategic awareness that enables organizations to monitor changes occurring in both the internal and external environments. The goal is to gather as much information as possible to improve the thinking process of employees, assist in developing their capabilities, and equip them with the skills needed to deliver high-quality, innovative services. This is achieved by encouraging employees to cultivate creative thinking skills that align with the organization's objective of not only satisfying customers but also exceeding their expectations. Currently, service organizations in Iraq continue to struggle with effectively utilizing and implementing the creative ideas generated by their employees. These ideas should be based on an analysis of the organization's surrounding environment, including an understanding of competitor strategies and shifts in customer preferences, both current and future. The insights gained from strategic awareness play a crucial role in enhancing the organization's ability to develop services that meet and surpass customer needs. Thus, the main problem addressed by this study is to determine the impact of creative thinking as a mediating variable on the relationship between strategic awareness and service quality. This problem can be explored through several key questions.

1. To what extent are the current study variables (strategic vigilance, creative thinking, service quality) applied in the Iraqi Ministry of Planning?

2. Does strategic vigilance have an impact on service quality in the organization under study?
3. Is there an effect of creative thinking on the relationship between strategic vigilance and service quality?

3. Study Objectives:

1. To understand the extent to which individuals in the Iraqi Ministry of Planning recognize the importance of using creative thinking methods when delivering services.
2. To establish theoretical frameworks for the variables of strategic vigilance, creative thinking, and service quality, as they are significant in the service delivery sector.
3. To determine the ability of individuals in the Iraqi Ministry of Planning to engage in creative thinking.
4. To assess the extent of interest from both senior leadership and staff in the Iraqi Ministry of Planning in the information provided by strategic vigilance and the potential to use it for future planning.

4. study importance

This study derives its importance from the significance of the community being studied, represented by the Iraqi Ministry of Planning, as it is one of the sovereign ministries responsible for formulating all state policies. Additionally, the variables it addresses are modern in the business environment and have a significant impact on improving the performance level of these organizations. Thus, the importance of this study is highlighted by the following points:

1. This study is considered the first, according to the researcher's knowledge, to explore the relationship between the variables (strategic vigilance, creative thinking, and service quality) within the Iraqi Ministry of Planning. This is particularly significant given the limited number of studies that have addressed the quality of services provided by this ministry compared to those focused on sectors such as banking and education.
2. The study can be viewed as a new scientific contribution that could benefit senior leadership and staff within the Iraqi Ministry of Planning by providing insights into how to effectively engage with customers in an unstable environment and how to satisfy them by delivering high-quality services.
3. It contributes to raising awareness among individuals in the Iraqi Ministry of Planning about the value generated by the information provided through strategic vigilance and the importance of this information in enhancing the quality of services.
4. The study aims to derive findings that explain the relationship among the three variables: strategic vigilance, creative thinking, and service quality.

5. Theoretical framework of the study

5.1 Strategic vigilance

5.1.A The concept of strategic vigilance

Strategic vigilance is not entirely new, as its emergence dates back to the 1960s. It is a modern development related to the evolution of information systems. According to Hoffman (2000, p. 14), strategic vigilance is an activity closely associated with the search for information, processing it, and disseminating it to assist the organization in making strategic decisions. It is a continuous thinking process executed by a group of individuals voluntarily and proactively to gather information about both the internal and external environments of the organization. This information is used to develop innovations and create new opportunities that enable timely decision-making (Humbert & Caron, 2002, p. 7). Furthermore, Alshaer (2020, p. 84) emphasizes that strategic vigilance is an ongoing process performed by individuals to monitor the organization's external environment, analyze it, and continuously obtain information to seize opportunities and avoid threats, thereby minimizing their impact. The researcher believes that strategic vigilance is a process that allows the organization to understand current and future work trends and develop plans to handle future circumstances. It achieves this by having the capability to monitor changes and transform them into crucial information for decision-makers to provide services that satisfy customers.

5.1.B Dimensions of Strategic Vigilance

1- Marketing Vigilance: This dimension involves gathering information about competitors, understanding their current performance, the goals they aim to achieve, their decisions, as well as the activities they are unable to undertake, and their capacity to advance within the industry (Lamea, 2009; 22). Marketing vigilance enables organizations to identify new markets and consider the introduction of new products that can meet customer needs (Al-yasirs et al., 2019; 6).

2- Technological Vigilance: According to (Dalila, M, 2012: 11), this type of vigilance focuses on researching and gathering information related to standards and the specific environment of high-performance industries. Many technologies, particularly those that are polluting, are at risk of obsolescence; therefore, it is essential to find new ways to discover future technologies that offer high advantages and present opportunities for the organization to mitigate and avoid anticipated threats in the environment. This allows the organization to acquire technological knowledge that can be utilized to develop technological solutions. It reflects the organization's ability to monitor developments in modern software systems, the internet, and communications, as these are critical components of the external environment. This vigilance helps the organization identify available opportunities, assess technological threats, and leverage this knowledge to enhance its competitive position (Savescu, 2014; 216).

3- Environmental Vigilance: This encompasses various cultural orientations represented by (codes of conduct, values, and beliefs) that can guide behavior within a community and define what is right and what is wrong. It helps determine what is acceptable and what is not. Understanding the cultural context is crucial for recognizing the capabilities of the organization.

The failure of an organization to comprehend changes in societal culture and the differences between these cultures significantly impacts its ability to gain a competitive advantage (Barney & Hesterly, 2006: 35-37).

4- Competitive Alertness: This is defined as an activity undertaken by the organization to identify current and potential competitors, understand their ideas, plans, strategies, and future actions they intend to undertake to anticipate issues and emergency decisions that may hinder the organization's operations and activities, potentially resulting in the loss of numerous opportunities (Tamboura, 2008; 60). The primary goal that the organization seeks to achieve is to retain existing customers and attract new ones. Therefore, it is essential for the organization to satisfy customer desires and meet their demands, as well as to understand what they want and need by choosing the appropriate methods to fulfill these desires. Before offering its services and products, the organization must know what customers are interested in and their preferences to align the organization's plans with customer expectations to meet their needs (Hassen, 2014; 60).

5-2 Creative thinking

5-2-A The concept of creative thinking

Many scholars and researchers around the world have sought to study the concept of creative thinking, with the first reference to it appearing in the inaugural address by Guilford in 1959 at the annual conference of the American Psychological Association, where he presented a model of human structure and distinguished between two types of thinking: divergent and convergent thinking. From this point, the concept of creative thinking emerged. It can be said that creative thinking is a branched thought process based on intuition and logic, with a conscious goal focusing on mutual thinking in areas such as flexibility, fluency, seriousness in problem-solving, and problem-posing (Corso, & Robinson, et al., 2013: 95). Setyana, Kusmayadi, and Pramudya (2019; 5) view creative thinking as the foundation for customer satisfaction by meeting their future needs, which change with their desires and future aspirations. Therefore, the success and growth of organizations can be attributed to their ability to think creatively, whether in ways of delivering services, formulating strategies, or promoting products. Through this, they have been able to achieve the desired results and thus increase their ability to lead in a competitive environment.

5-2- B: Dimensions of creative thinking

A- Flexibility: This refers to the individual's ability to change their mental state in response to changing situations, contrasting with rigidity of thought. A creative person must possess a high degree of flexibility to adapt their mindset to suit the current creative situation, enabling them to generate a range of ideas (Ernawati, Muhammad, Asrial, & Muhaimin, 2019; 21). Starko (2009; 9) posits that flexibility can be expressed in two forms:

1. Spontaneous Flexibility: This represents the individual's ability to generate as many ideas as possible in a free, spontaneous manner, away from pressure, insistence, guidance, or inertia. To assess an individual's capability, they need to explore their thoughts freely in all branching directions.

2. **Adaptive Flexibility:** This refers to the individual's ability to quickly change their thinking style and mental orientations to confront new or creative situations, distancing themselves from traditional methods.

B- **Fluency:** This refers to the ability of individuals to produce many ideas on a specific topic within a limited timeframe. When comparing one individual to others, they demonstrate a high capacity for smoothly and easily generating ideas (Utami, Usodo, & Pramudya, 2019; 2). According to (Guilford & Fruchtr, 1978; 68), there are three methods through which fluency can be measured:

1. The individual's ability to think quickly to generate ideas consistently.
2. Rapid classification of words using specific prompts.
3. The ability to formulate many phrases and sentences that convey meaning.

C- **Originality:** This refers to the individual's ability to produce a large number of responses that are unusual, uncommon, amusing, and indirect at a rapid pace, provided they are appropriate for the subject and acceptable, characterized by both humor and seriousness (Starko, 2009; 7). Mrayyan (2016; 2) argues that originality does not merely mean generating unprecedented and new ideas or solving problems in unconventional ways; individuals who possess this skill should present unique ideas that do not merely repeat others' thoughts. Thus, this dimension does not depend on the quantity of ideas generated but rather on the value, quality, and seriousness of those ideas. This can be considered the difference between originality and fluency.

D- **Problem-Solving Ability:** This represents an individual's capacity to clearly see and identify a specific problem, thus accurately defining it to understand its dimensions, scale, and impact (Wheeler, Waite, & Bromfield, 2002; 377).

5-3 Service Quality

5-3-A The concept of service quality

After 1960, this concept drew attention as the concept of services began to emerge and gain importance in the economies of advanced businesses. Therefore, we see that services were included in the product during the period between 1972-1976, following the emphasis on the necessity of quality in service, which gained importance during this time. In the 1980s, there was significant interest in the quality of services provided, leading to a global trend toward service quality. Service quality became highly significant for organizations when offering their services (Firdous & Farooqi, 2021; 1656). Caruana (2002; 813) views service quality as the outcome through which the customer's expectations of a service or product are compared to the actual performance. It represents the customer's judgment regarding the service provided to them by the organization, which should be distinguished and superior (Marakanon & Panjakahornsak, 2017; 25).

5-3-B: Dimensions of service quality

These are the dimensions through which a customer can assess the quality of the services provided to them. Scholars and researchers have differed regarding the number of these

dimensions, ultimately leading to a reduction and integration of some to form five dimensions: reliability, tangibility, responsiveness, empathy, and assurance, as follows:

1. **Reliability:** This refers to the ability of the service provided to customers to meet the specified quality, be delivered on time, and maintain a high level of accuracy without errors, making the customer feel that they are in the care of the organization and in safe hands (Slack et al., 2004; 49-50). Phillip & Keller (2012; 374) argue that reliability indicates the organization's commitment to fulfilling its promises when delivering the service and presenting it to the customer in an outstanding manner from the first instance. Additionally, the organization should demonstrate reliability in addressing any issues related to the service provided to customers, ensuring that the personnel within the organization have the knowledge to respond to customer inquiries and maintain error-free records.
2. **Tangibility:** There is a significant and fundamental difference between services and products, primarily reflected in intangibility, which greatly impacts the management of the service marketing process within the organization. This makes it difficult for the customer to understand and evaluate the actual reality of the service, as their perceptions are centered around tangible cues and price, rather than the core services offered by the organization (Du Du.plooy & De.jager, 2007; 99-100). Zeithaml et al. (2018: 90-91) assert that tangible assets include individuals, equipment, and communication materials, as tangible properties represent a physical manifestation of the services provided to the customer.
3. **Responsiveness:** This refers to the organization's readiness to consistently and completely provide services to the customer (Kersten et al., 2008; 244). It reflects the organization's willingness to assist its customers by delivering the services they need as quickly as possible. Consequently, the organization must be fully aware of all processes related to service delivery and how to handle incoming requests from customers according to their needs, rather than according to the organization's perspective. The standards for responsiveness can vary significantly, highlighting a disparity between the organization's internal operational views and the specific requirements of customers (Wilson et al., 2016; 168).
4. **Empathy:** The essence of the empathy dimension lies in providing exceptional and personalized services to customers, recognizing that each customer is unique and special to the organization. Therefore, the organization must continuously understand and meet the needs of the customer as swiftly as possible (Wilson et al., 2016; 168). Manule (2008; 25) argues that it is essential for the organization to convey to the customers that they are valued and cared for by providing services tailored to them. This dimension poses a significant challenge for organizations, as they must exceed the expectations and desires of customers. Both Guliberg & Rojsek (2010; 152) and Pakurar et al. (2019; 6) agree that empathy signifies the organization's desire and capability to offer services and attention in a personalized manner to the customer.
5. **Safety:** This dimension represents one of the most important aspects that customers look for, especially regarding services that involve high risks or are difficult for customers to evaluate, such as medical, banking, insurance, and legal services. Safety indicates that the organization's employees possess the knowledge that can instill confidence in customers when dealing with them, leading to a sense of trust (Johnson, 2017; 22). Thus, safety refers to the accuracy in

executing tasks, including maintaining the organization's records correctly, as well as the ability to provide these services in the required manner with confidence and precision, according to the customer's needs (Islam, 2016; 110).

6. Practical Aspect of the Study

6-1 Description of the study community

The study community was selected from the officials in the Iraqi Ministry of Planning, which includes (assistant general managers, department heads, section leaders, and administrative unit managers). The total number of these employees is (286). The sample for the study was purposefully selected using a comprehensive survey method, and a questionnaire was distributed to them, with (235) employees responding. Therefore, the response rate was (82.16%). Table (1) illustrates the demographic characteristics of the study sample:

Table No. (1) Demographic characteristics of the study sample

Variable	Category	Frequency	Percentage %
Gender	Male	146	62.1%
	Female	89	37.9%
Educational Qualification	Diploma	12	5.2%
	Bachelor's	123	52.3%
	Higher Diploma	21	8.9%
	Master's	55	23.4%
	Doctorate	24	10.2%
Experience	Less than 5 years	16	6.8%
	5 - less than 10 years	21	8.9%
	10 - less than 15 years	86	36.6%
	15 - less than 20 years	49	20.9%
	20 - less than 25 years	39	16.6%
	25 years and more	24	10.2%
Position	Assistant Manager	4	1.7%
	Department Head	63	26.8%
	Section Manager	161	68.5%
	Unit Manager	7	3%
Total		235	100%

6-2 Description and Diagnosis of Study Variables

This section focuses on the real situation of the study variables, which include strategic vigilance, creative thinking, and service quality within the research community represented by the Iraqi Ministry of Planning. The analysis employs various statistical methods, including standard deviation, weighted mean, coefficient of variation, and relative importance. The data collected from the study questionnaire were processed and analyzed using SPSS V24, as follows:

6-2- A Strategic Vigilance

The analysis of the strategic vigilance variable was conducted by examining the opinions of the study sample. The results indicated that the mean score reached 3.443.443.44, which is higher than the hypothetical value of 333. This suggests a consensus among the responses of the study

sample. The standard deviation was found to be 0.950.950.95, and the coefficient of variation was 0.27620.27620.2762, indicating that the responses were homogeneous. Additionally, the relative importance of the variable was 68.868.8%68.8. This analysis was performed using statistical methods for each dimension of the variable, as shown in Table 2 below:

Table No. (2) Arithmetic means of strategic vigilance and its dimensions

Variable and Dimensions	Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Rank
Marketing Vigilance	3.48	0.87	0.25	69.6%	Second
Technological Vigilance	3.40	0.81	0.2382	68.0%	Third
Environmental Vigilance	3.34	0.91	0.2725	66.8%	Fourth
Competitive Vigilance	3.52	0.94	0.267	70.4%	First
Strategic Vigilance	3.44	0.95	0.2762	68.8%	

6-2- B Creative Thinking

The analysis of the variable of creative thinking was conducted by examining the opinions of the study sample. The results indicated that the mean was (3.49), which is higher than the hypothesized value of (3), suggesting that there is agreement in the responses of the study sample. The standard deviation was (0.96) and the coefficient of variation was (0.275), indicating that the responses were homogeneous. The relative importance of the variable was (69.80%). This was achieved using statistical methods for each dimension of the variable, as shown in the following Table (3):

Table No. (3) Mean Scores for Creative Thinking and Its Dimensions

Variable and Dimensions	Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Rank
Flexibility	3.60	0.67	0.186	72.00%	1st
Fluency	3.41	0.85	0.249	68.20%	4th
Originality	3.45	0.97	0.281	69.00%	3rd
Problem-Solving Ability	3.50	0.82	0.234	70.00%	2nd
Creative Thinking	3.49	0.96	0.275	69.80%	

6-2- C Service Quality

The analysis of the service quality variable was conducted by examining the opinions of the study sample. The results indicated that the mean score reached (3.47), which is higher than the hypothetical value of (3), suggesting that there is agreement in the responses of the study sample. The standard deviation was (0.93), and the coefficient of variation was (0.268), indicating that the responses were homogeneous. The relative importance of the variable was (69.40%). This was achieved by using statistical methods for each dimension of the variable, as shown in Table (4) below:

Table No. (4) The mean scores for service quality and its dimensions

Variable and Dimensions	Mean	Standard Deviation	Coefficient of Variation	Relative Importance	Rank
Reliability	3.42	0.89	0.260	68.40%	Fourth
Tangibility	3.32	0.59	0.178	66.40%	Fifth
Responsiveness	3.49	0.61	0.175	69.80%	Third
Safety	3.59	0.63	0.175	71.80%	First
Empathy	3.51	0.91	0.259	70.20%	Second
Service Quality	3.47	0.93	0.268	69.40%	

6-3 Description of the correlation hypotheses for the study variables

6-3-A The first main hypothesis: "There is a statistical correlation between the strategic vigilance variable and the service quality variable."

When testing this hypothesis, it was found that the correlation coefficient between the independent variable, strategic awareness, and the dependent variable, service quality, was 0.686** at a significance level of $\text{sig}=0.000$, which is less than 0.05. This indicates that "there is a statistically significant correlation between the variable of strategic awareness and the variable of service quality," suggesting that an increase in the strategic awareness variable corresponds to an increase in the service quality variable by 0.686**. Therefore, we accept the hypothesis stating that "there is a statistically significant correlation between strategic awareness and service quality." This indicates that the variable of strategic awareness has an impact on the Iraqi Ministry of Planning and plays an effective and important role in the variable of service quality.

6-3- B The Second Main Hypothesis: "There is a statistical correlation between the strategic awareness variable and the creative thinking variable."

When testing this hypothesis, it was found that the correlation coefficient for the independent variable, strategic vigilance, and the mediating variable, creative thinking, reached (0.641**) at the significance level ($\text{sig}=0.000$), which is less than (0.05), indicating that "there is a statistical correlation between the strategic vigilance variable and the creative thinking variable," as the increase in the strategic vigilance variable is in contrast to the increase in the service quality variable by the amount (0.641**), so we accept the statement that states (there is a statistical correlation between strategic vigilance and creative thinking), and this indicates that there is an impact of the strategic vigilance variable in the Iraqi Ministry of Planning and it has an effective and important role in the creative thinking variable.

6-3-C The third main hypothesis: "There is a statistical correlation between the creative thinking variable and the service quality variable."

When testing this hypothesis, it was found that the correlation coefficient for the mediating variable, creative thinking, and the dependent variable, service quality, reached (0.678**) at the significance level ($\text{sig}=0.000$), which is less than (0.05), which indicates "the existence of a statistical correlation between the creative thinking variable and the service quality variable", as the increase in the creative thinking variable is opposite to the increase in the service quality variable by the amount (0.678**), so we accept the statement that states (there is a statistical correlation between creative thinking and service quality), and this indicates that there is an

impact of the creative thinking variable in the Iraqi Ministry of Planning and it has an effective and important role in the service quality variable.

6-4 Testing the correlation hypotheses

6-4- A The first main hypothesis: “There is a significant impact relationship between the strategic vigilance variable and the service quality variable.”

The regression slope reached an estimated value of (0.685), indicating the change in the quality-of-service variable resulting from a one-unit change in strategic awareness. The statistical value of the F test was (sig=0.000), which is less than the statistical significance level of ($\alpha=0.05$). This means that the effect explained by the strategic awareness variable was (49%) according to the opinions of the study sample, while the remaining percentage of (51%) represents other variables unrelated to the study variables. This is illustrated in Table (5), which presents the analysis of variance for strategic awareness in quality of service.

Table No. (5) Analysis of Variance for Strategic Vigilance in Quality of Service

Independent Variable	Regression Coefficient (a)	Regression Coefficient (β)	R ²	F	T	Sig	Dependent Variable
strategic vigilance	1.111	0.685	0.490	224.206	6.805	0.000	Quality of Service

6- 4- B The second main hypothesis: “There is a significant influence relationship between the strategic vigilance variable and the creative thinking variable.”

The regression slope was measured at an estimated value of (0.698), indicating the change that occurs in the creative thinking variable as a result of a one-unit change in strategic awareness. The statistical value for the F-test was (sig=0.000), which is less than the significance level of ($\alpha=0.05$). This means that the effect explained by the creative thinking variable alone was (44%), as indicated by the opinions of the study sample, while the remaining percentage, which amounts to (56%), represents other variables that are not related to the study variables. This is illustrated in Table (6), which presents the analysis of variance for strategic awareness in creative thinking.

Table No. (6)

Analysis of variance for strategic vigilance in creative thinking

Independent Variable	Regression Coefficient (a)	Regression Coefficient (β)	R ²	F	T	Sig	Dependent Variable
strategic vigilance	1.089	0.698	0.440	183.405	5.926	0.000	Creative thinking

6- 4- C The third main hypothesis: “There is a significant impact relationship between the creative thinking variable and the service quality variable.”

The regression slope was measured at an estimated value of (0.649), indicating the change that occurs in the quality-of-service variable as a result of a one-unit change in creative thinking. The

statistical value for the F-test was ($\text{sig}=0.000$), which is less than the significance level of ($\alpha=0.05$). This means that the effect explained by the creative thinking variable alone was (48.6%), as indicated by the opinions of the study sample. The remaining percentage, which amounts to (51.4%), represents other variables that are not related to the study variables. This is illustrated in Table (7), which presents the analysis of variance for creative thinking in quality of service.

Table No. (7) Analysis of Variance for Creative Thinking in Quality of Service

Independent Variable	Regression Coefficient (a)	Regression Coefficient (β)	R ²	F	T	Sig	Dependent Variable
Creative Thinking	1.203	0.649	0.486	220.691	7.585	0.000	Quality of Service

6- 4- D The fourth main hypothesis: “There is a significant impact relationship between the strategic vigilance variable and the service quality variable through the mediation of the creative thinking variable.”

The regression slope measured at its estimated value is (0.415), indicating the change that occurs in the quality-of-service variable as a result of a one-unit change in strategic vigilance through the mediation of creative thinking. The statistical value of the F-test was ($\text{sig}=0.000$), which is less than the statistical significance level of ($\alpha=0.05$), indicating acceptance of this hypothesis. This is illustrated in Table No. (8), which presents the variance analysis of strategic vigilance in the quality of service through the mediation of creative thinking.

Table No. (8) Analysis of variance for strategic vigilance in service quality through the mediation of creative thinking

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	F	T	Sig.
	B	Std. Error	Beta			
(Constant)	.689	.158		164.979	4.363	.000
Creative Thinking	.387	.052	.416		7.375	.001
Strategic Vigilance	.415	.055	.424		7.523	.000
a. Dependent Variable						

The value of R² for strategic vigilance, considering creative thinking as a mediator, reached 0.587, indicating that the proportion of variance explained by the impact of strategic vigilance, using creative thinking as a mediating variable, is 58.7% according to the opinions of the study sample. As for the remaining percentage, which is 41.3%, it represents other variables that are not included in the study variables, as shown in Table (9):

Table No. (9) The R2 value for strategic vigilance in service quality by adopting creative thinking as an intervening variable

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.587	.584	.60113
a. Predictors: (Constant),				
b. Dependent Variable:				

7. Conclusions

1. Strategic awareness is a collective process that cannot be achieved by individuals alone and must be continuous, allowing for information exchange throughout the organization.
2. Creative thinking is influenced by the environment in which it occurs and the nature of individuals, as the level of creativity varies from one person to another depending on their upbringing, the surrounding community, the educational level of their family, and their workplace. All these factors impact individual creativity.
3. The implementation of the concept of service quality in any organization directly affects its ability to keep pace with all changes occurring in its environment.
4. There is a higher percentage of males occupying senior positions in the Iraqi Ministry of Planning compared to females.
5. There is a statistically significant correlation between strategic awareness and service quality across all its dimensions, indicating that the dimensions of strategic awareness can significantly enhance the quality of services provided by the organization.
6. There is a statistically significant correlation between the variable of strategic awareness and creative thinking, indicating that strategic awareness can enhance individuals' creative thinking.
7. There is a statistically significant correlation between creative thinking and all dimensions of service quality, which indicates that creative thinking has the potential to improve the services provided by the organization.
8. There is a significant impact of strategic awareness on service quality, suggesting that as the organization places more emphasis on strategic awareness, the quality of service improves.
9. There is an impact of strategic awareness on creative thinking; as interest in strategic awareness increases, the capacity for creativity among individuals also increases.
10. There is an impact of creative thinking on service quality; as the level of creative thinking in the organization rises, so does the quality of service provided.

11. The results of the statistical analysis indicated that there is an impact of strategic awareness on service quality, mediated by creative thinking. As the interest in understanding the surrounding environment of the organization through creative methods increases, the quality of the organization's services improves.

8. Recommendations

1. Support administrative leadership in all organizations by granting them the necessary authorities to advance their work and reduce the pressures that may hinder their decision-making.
2. Motivate and support individuals in the organization to present new and creative ideas by establishing an award for the best idea, thereby fostering a spirit of competition among individuals to provide the best ideas.
3. Establish a unit dedicated to researching changes in the surrounding environment of the organization and work on providing ideas that mitigate threats arising from environmental changes or leverage opportunities.
4. Continuously listen to customer complaints to identify weaknesses in operations and develop plans to address these issues promptly.
5. Implement a high-tech information system that compiles all customer data to provide decision-makers with information that assists them in making informed decisions and better understanding the desires of the organization's current customers.
6. Organize workshops and awareness sessions on the three concepts of strategic awareness, creative thinking, and service quality to reinforce these concepts among individuals.

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