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Research Article

Strategic Monitoring and Its Impact in Strategic Dexterity/ An Analytical Study in Baghdad Health Directorates

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ABSTRACT

The study aims to "measure the impact of strategic monitoring (SM) in Strategic Dexterity (SD) in the Baghdad health directorates". Recent literature reviewed indicates that SM includes dimensions of strategic intelligence, strategic thinking, and strategic vigilance (Al-Afandy & Al-Ali, 2023). As for, SD includes dimensions of exploration opportunities, exploitation opportunities, and structural dexterity (Chen, 2017), where the Baghdad health directorates were chosen to determine whether they are capable of achieving SD through the adoption of SM. The study used a descriptive analytical methodology based on careful follow-up and monitoring, where data was collected from middle management directors, numbering (60) respondents, using a questionnaire and analyzed in (SPSS) software, & "statistical methods (Cronbach's alpha, standard deviation, coefficient of determination (R2), and simple linear regression), then interpreting the results". The results indicate the validity of the main hypothesis and its sub-dimensions, namely the existence of an impact of strategic monitoring and its dimensions on the strategic excellence of the researched entities.

Keywords: Strategic Monitoring; Strategic Dexterity; Baghdad Health Directorates.

1. INTRODUCTION

Institutions around the world have focused on important monitoring practices to improve SD outcomes (Mwangi Kimani & Mundia, 2017). SM was introduced "in the early 1980s within the framework of new management theory as part of result-based management practices (Mhina, 2017), indicating rapid development and the need for effective strategies (Milosevic et al., 2023). Which shows that monitoring takes into account appropriate steps such as metrics, data, and analyses to assist in the continuous operation within the institution while developing and adapting future SM programs (Gregory et al., 2022). This aligns with the definition by (Kiboi et al., 2018) of SM as a set of processes, indicators, and employees to ensure accountability and to measure and implement monitoring programs in institutions according to planned objectives to achieve the desired evaluation results (Kwareh et al., 2024)". This was confirmed by the study (Kleibrink et al., 2018) SM is an integral part of policy-making and is usually seen as sister to evaluation. That is, monitoring is supposed to serve as an early warning system that provides information on whether events are unfolding in a wrong or unexpected direction. While (Smith & Gray, 2021) defined SM as "the effective management of public life through the identification of social and environmental feedback among human and institutional communities that depend on it".

Regarding strategic dexterity, "Duncan is considered the first to use this term in the organizational context in 1976, and he describes it as the ability of institutions to apply dual structures to manage the emerging differentiation focused on coordination and adaptation". Researchers indicate that the word "Ambidexterity" is of Latin origin and means using both hands with equal ease or multiple uses" (Laplume, 2010). Thus, it aligns with the Oxford Dictionary's definition that dexterity is the ability to use both hands equally (Saeed, 2022). Furthermore, "There is a growing consensus that strategic dexterity, according to Lubatkin, (means the simultaneous exploration of new opportunities and the exploitation of existing capabilities) is essential and difficult to demonstrate for achieving long-term success (Voss & Voss, 2013)." This is what he confirmed and added to that (Aldalimy et al., 2019), stating that dexterity "provides short-term success and long-term survival for institutions, especially in unstable work

environments. However, according to Tushman & O'Reilly, when surpassing the improvement of existing services and products, the institution must adopt different and innovative strategies to manage all current operations." In the words of March, "the ability to exploit & explore simultaneously is referred to as dexterity (Alänge & Steiber, 2018)". Gibson and Birkinshaw define SD as "the interaction between system capabilities to align and adapt, which permeates an entire unit of work, and relies on the behavioral capacity of the institution to accomplish this task successfully." SD can also be observed as a more sustainable model compared to structural dexterity due to the realities that help SD adopt the entire institution as a single unit (Alabadi et al., 2018).

In this context, according to the study by (Kimutai, 2013), SM takes on "its importance as a critical element in planning and executing business, as management can identify the weaknesses and strengths in the organization it manages by monitoring and using information to make sound strategic decisions. While SD derives its importance, according to the study (Jurksiene & Pundziene, 2016), from "a combination of increasing innovation aimed at efficiency, and the practice of radical innovations aimed at renewal, such as exploration and exploitation, to achieve short-term success and long-term survival (Clauss et al., 2021). Thus, its significance is crucial for SM, as employees & the society seek innovative solutions & the provision of effective services (Fu et al., 2016).

This study dedicates the necessary efforts to bridge this research gap by clarifying the impact of SM in SD, in light of the challenges and dynamic difficulties faced by the health departments in Baghdad, which the researched departments must adapt to (given their significant responsibility for the prosperity of the health and research reality in the country), in order to achieve a prominent position among global institutions. Therefore, "the research problem lies in answering the main question Q1: Is there an impact of strategic monitoring & its dimensions (strategic intelligence, strategic thinking, and strategic vigilance) in strategic dexterity"? This leads to three sub-questions: "First, does strategic intelligence affect in strategic dexterity? Second, does strategic thinking affect in strategic dexterity? Third, does strategic vigilance affect in strategic dexterity"? according to the previous questions, this study aims to measure the extent availability and impact of SM and its dimensions in SD in the studied departments. And through answering the above questions, results will be obtained that may contribute to researchs and practices related to SM and SD.

11. LITERATURE REVIEW

In the following paragraphs, some previous studies that have been beneficial in this regard will be clarified.

The study (Mwangi Kimani & Mundia, 2017) aimed to "Assessing the Impact of SM Practices on the Sustainability of Youth Self-Help Group Projects". The essence of the study was the accessibility of information, capacity building, project evaluation, and effective reporting. A descriptive research design was adopted to answer the study questions from the intentionally targeted sample of 138 respondents, managed using structured questionnaires with quantitative data analysis. The study concluded that group leaders had appropriate management skills and that monitoring reports were available for evaluation and analysis. The study then recommended that projects could enhance feedback regarding project monitoring for decision-making. This is what the current study should reflect in terms of the availability of information and capabilities, evaluating work, preparing reports, and the skills that management must possess to make appropriate decisions with strategic thinking and intelligence.

A study (Biwott et al., 2017) confirmed this by providing information on "The Role of Monitoring and Evaluation in Project Sustainability, Especially the Constituency Development Fund Projects in Kenya". It is noted that monitoring and evaluation assist managers in implementing & tracking projects With the ability to utilize available resources. It also provides decision-makers with planning strategies and projects sustainability, guiding future actions. This study was evaluated for the role of monitoring and evaluation in the sustainability of exploration and exploitation projects. A team of four individuals was used to review the literature and gather information. The results showed that monitoring and evaluation significantly impact the sustainability of projects funded by the Constituency Development Fund. This is what the study (Saviano et al., 2018) focused on regarding the development of monitoring systems in healthcare institutions towards a monitoring-based approach to evaluate the efficiency and effectiveness of targeted services, based on: 1) a review of the relevant literature on the subject, focusing on its trends and gaps, 2) adopting an applied approach as a conceptual framework and integrating it into the business model. Therefore, it is essential in the current study to include monitoring and evaluation, focusing on information and analyzing it to explore and exploit work in healthcare institutions through their senior management, effective management to implement SM and achieve SD.

However, regarding the study (Alshaer, 2020), "it addressed the impact of strategic vigilance on organizational dexterity & identified: the effect of strategic vigilance on exploration and exploitation in Jordanian commercial banks". A questionnaire was used as the main tool for data collection from a sample of 217 managers, of which 171 valid questionnaires were adopted. The study concluded that these banks could enhance exploration and exploitation strategies by optimally utilizing all ideas and skills provided by employees as well as users. This can be achieved by activating mechanisms that encourage brainstorming, workshops, and discussion sessions, as well as providing physical and moral rewards for employees who come up with new creative ideas. Strategies and plans that professionally address strategic vigilance using information systems to support strategic decisions can also be developed. Thus, this study has reinforced the current study on the possibility of employee participation and assisting management in monitoring and their contribution to executing it effectively at the institutional level to achieve strategic dexterity efficiently.

While a study (Al Nama'a & Abbood, 2019) clarified "the impact of strategic thinking on exploiting opportunities in entrepreneurial projects through a literature review, it concluded that rapid dynamic changes play a dominant role in the way organizations think". These changes are seen as threats that organizations attempt to break through and exploit hidden opportunities, but they again require skilled leaders capable of distinguishing and identifying opportunities and then exploiting them, especially in entrepreneurial projects. In this regard, these two studies work to empower institutions through top management and dexterity leaders who have the ability to understand the role of strategic thinking in exploiting the opportunities available to them in healthcare institutions.

Based on the previous studies addressed, we hypothesize the following: "The main hypothesis of the research: There is a significant effect of strategic monitoring and its dimensions in the strategic dexterity of the surveyed directorates". From this main hypothesis, three sub-hypotheses branch out, which may be proven or disproven:

H1: "There is a significant impact of strategic intelligence in strategic dexterity".

H2: "There is a significant impact of strategic thinking in strategic dexterity".

H3: "There is a significant impact of strategic vigilance in strategic dexterity".

111. METHODOLOGY

A. Sample and study tools

The researchers adopted a purposive sampling method, where a sample was selected that included all middle management directors in the Baghdad health directorates, numbering (60) respondents. The researchers used 'the descriptive analytical approach for data collection and statistical analysis to test the main research hypothesis and the sub-hypotheses'. They used the scale (Al-Afandy & Al-Ali, 2023) for the independent variable of SM, and the scale (Chen, 2017) for the dependent variable of SD. Statistical programs (Excel) and (SPSS) were also used as quantitative tools, and the main tool was the questionnaire to collect data related to the current research according to the five-point Likert scale, as it is considered one of the important measures in the managerial aspect, as well as to answer the study questions and formulate and understand its results.

B. Definition of study variables

Table (1) illustrates the most important things that the researchers mentioned in definition the main variables, which represents the variable (SM) & its dimensions, as well as the variable (SD) & its dimensions.

Table (1) Main variables and their dimensions

Research variables		The concept	Source
independent variable	Strategic monitoring	Means "the continuous and systematic monitoring of the extent to which activities comply with the strategy and correcting them based on this evaluation".	(Vahidi & Bagheri, 2022)
	Strategic Intelligence	Kuosa (2011), defined it as "the collection, processing, analysis, and dissemination of information with high strategic value". According to (Muttlak Al-Daouri & Khalid Atrach, 2021), "institutions with a high degree of strategic intelligence can	(Zarafili & Zarafili, 2023)

The dimension		predict the future and create an ideal vision for their goals".	
	Strategic Thinking	It represents "the ability to analyze and evaluate information to identify and anticipate opportunities and challenges in decision-making and planning within the institution, & to suggest the necessary actions to achieving goals".	)Henriquez-Calvo & Diaz-Martinez, 2023(
	Strategic Vigilance	(Karima & Zohra, 2021) considered strategic vigilance "to be an integrated system in the monitoring & observational process to search for information from various entities related to the institution (commercial, competitive, technological, environmental), & to process it in a way that enables the institution to make strategic decisions that achieve excellence in the long-term".	)Altarawneh, 2023 (
Dependent variable	Strategic Dexterity	It is known as "a concept in institutions and strategic management that expresses the ability to balance two conflicting strategies at the same time and integrate exploration and exploitation strategies effectively". It is also an emerging condition in the field of management, emphasizing that institutions can effectively coordinate & integrate conflicting activities to achieve their goals & ensure the sustainability of their operations.	(Khan et al., 2022) (Ragazou et al., 2022)
The dimension	Exploration Opportunities	Exploration represents "a set of procedures aimed at identifying available opportunities, researching them, and developing them, which are later used in the exploitation phase to achieve positive impacts and tangible benefits in the specified field".	(Matejun, 2018)
	Exploitation Opportunities	The continuous ability to "exploit available resources in the workplace to bring about noticeable changes and improvements". Edelman & Yli-Renko (2010) concluded that "the greater the perception of opportunity, the greater the intention to create a new business. In other words, exploiting opportunities motivates employees to build their own businesses".	)Anh Tu et al., 2022(
	Structural Dexterity	It is a "style to maintain balance between the process of exploration and the exploitation of opportunities, which leads to differentiation by using separate organizational sub-units that strategically integrate with different competencies, incentive systems, processes, & cultures".	)Aldalimy et al., 2019(

Source: Prepared by researcher

C. Study model

In this regard, the current study model aims to "show the relationship between the main and sub-variables related to the current study, through which the main idea of this study is clarified, as illustrated in Figure (1)".

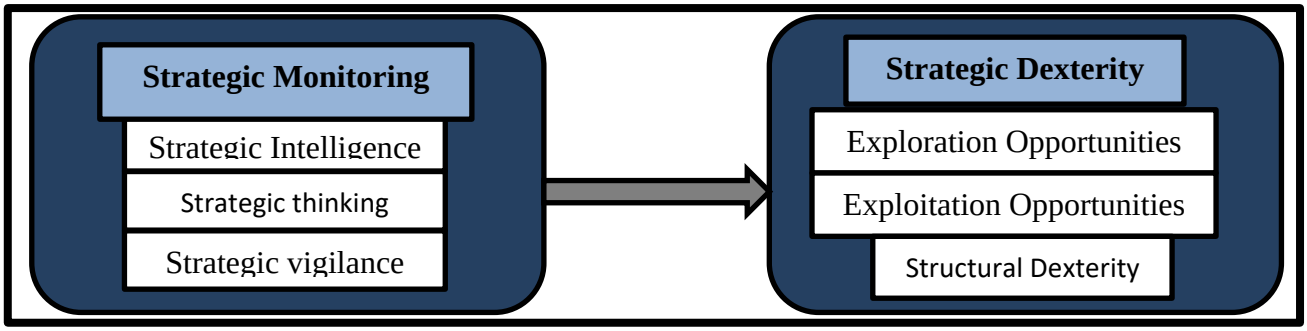

Figure (1) 'Study model'

Source: This model was prepared, by researchers

IV. RESULTS

A. 'Descriptive Analysis of Study Variables'

This paragraph focuses on describing and analyzing the responses collected from the sample of this study "to assess the availability of concepts related to the phenomenon under study. Statistical methods (mean, standard deviation, & coefficient of variation)" were used to describe and analyze the independent variable (SM) and its dimensions, as shown in Table (2).

Table (2) Descriptive analysis indicators for the "independent variable" (SM) & its dimensions

	'Sub-dimensions'	'Mean'	'Standard Deviation'	'Coefficient of Variation'	'Dimensions Ordering'
Dimensions of SM	**Strategic Intelligence**	3.617	0.667	18.447	First
	Strategic Thinking	3.630	0.678	18.672	Second
	Strategic Vigilance	3.377	0.741	21.948	Third
Strategic monitoring variable		3.541	0.620	17.500	

Source: SPSS V.28 program.

Table (2) shows "the results of the descriptive analysis of the dimensions of the variable (strategic monitoring)". The dimension of strategic intelligence measures the level of strategic intelligence of senior management in the Baghdad health directorates, and it was found that this dimension achieved an overall arithmetic mean of (3.617) with a good evaluation level, & "a standard deviation of (0.667), which indicating the degree of variation in opinions about this dimension, with a coefficient of variation of (18.447%)". It was given the importance ranking of (first), indicating that senior management in the Baghdad health directorates enjoys a good level of strategic intelligence and planning ability, but it needs further development to enhance its capacity to develop effective strategies to improve health services. "As for strategic thinking, this dimension achieved an overall arithmetic mean of (3.630) with a good evaluation level, and a standard deviation of (0.678), indicating the degree of variation in opinions, with a coefficient of variation of (18.672%), & it was given the ranking of (second), indicating that senior management in the Baghdad health directorates shows a good interest in strategic thinking and benefits from intellectual skills to adapt to changes in the environment". Meanwhile, strategic vigilance measures the level of 'strategic vigilance' of senior management in the Baghdad health directorates. "It was found that this dimension achieved an overall arithmetic mean of (3.377) with an average evaluation level, a standard deviation of (0.741), & a coefficient of variation of (21.948%)". This dimension received the ranking of (third), indicating that the results show that senior management in the Baghdad health directorates demonstrates an average interest in strategic vigilance and works to enhance it to adapt to environmental changes. This indicates that this dimension is important but not the most important among the other studied dimensions of the SM variable.

Table (3) illustrates the statistical methods "(mean, standard deviation, & coefficient of variation) that were used to describe and analyze the dependent variable (SD) and its dimensions as follows".

Table (3) Descriptive analysis indicators for the dependent variable (SD) and its dimensions

	Sub-dimensions	Mean	SD	CV	DO
Dimensions of SD	**Exploration Opportunities**	3.717	0.680	18.303	First
	Exploitation Opportunities	3.377	0.697	20.636	Second
	Structural Dexterity	3.230	0.794	24.579	Third
Strategic dexterity variable		3.441	0.662	19.249	

Source: SPSS V.28 program.

Table (3) displays the results of the analytical description of the "dimensions of the independent variable (SD)", where the dimension of exploration opportunities measures the level of interest of senior management in Baghdad health directorates in the dimension of opportunity exploration, which was generally good. It was found that this dimension achieved a total arithmetic mean of (3.717) with a good evaluation level, & a standard deviation of (0.680), indicating the degree of variation in opinions about this dimension, with a coefficient of variation of (18.303%). It was given the rank of importance (first), indicating that senior management in Baghdad health directorates shows good interest in promoting innovation and exploring opportunities even in the face of risks. There is also a focus on research and development, in addition to adopting modern technology to ensure the provision of high-quality health services and to adapt to environmental changes. "As for exploitation opportunities, this dimension achieved a total mean of (3.377) with an average rating level, & a standard deviation of (0.697), indicating the degree of variation in opinions, with a coefficient of variation of (20.636%)". It was given the rank of (second), indicating that the level of interest of senior management in Baghdad health directorates in the dimension of opportunity exploitation was not at the required level, as it was generally average, reflecting a weakness in the commitment to meet the needs of employees and reviewers, and a weakness in providing advanced health services. Meanwhile, structural dexterity measures the level of structural dexterity of senior management in Baghdad health directorates. "It achieved an overall mean of (3.230) with an average evaluation level, a standard deviation of (0.794), and a coefficient of variation of (24.579%)". This-dimension ranked (third), indicating that the results show that senior management in Baghdad Health Directorates demonstrates a moderate interest in structural dexterity and is working to improve it to adapt to environmental changes. This indicates that this dimension is important but not the most important among the other dimensions studied regarding the variable of SD.

In general, Table (4) illustrates the summary of the specific results for the research variables. The strategic monitoring variable "shows a mean of (3.541), indicating a good level, and a standard deviation of (0.620), suggesting a degree of variation in the opinions of this sample, with a coefficient of variation of (17.500)". These results confirm that SM enjoys a good level of attention and application among the research sample individuals, placing it in the first rank. Meanwhile, the strategic dexterity variable "shows a mean of (3.441) & a standard deviation of (0.662), indicating a degree of variation in the opinions of this sample, with coefficient of variation of (19.249)". These 'results' confirm that SD enjoys a good level of interest and application among the research sample members, placing it in the second rank.

Table (4) Descriptive Analysis Indicators for Research Variables

	Search variables	Mean	SD	CV	DO
1	**Strategic monitoring variable**	3.541	0.620	17.500	**First**
2	**Strategic dexterity variable**	3.441	0.662	19.249	**Second**

Source: SPSS V.28 program.

B. 'Hypothesis Testing'

Testing the main hypothesis using simple linear regression: "The effect of the independent variable strategic monitoring & its dimensions in the dependent variable strategic dexterity has been verified", which can be expressed by the following hypothesis: "There is a significant effect of strategic monitoring in strategic dexterity at a significance level of (0.05). Table (5) & Figure (2) illustrate the statistical indicators of the effect of strategic monitoring in strategic dexterity". In general, "the value of the regression coefficient (Fixed term) (α) was (0.255), which is considered the lowest value for strategic dexterity". At the same time, "the marginal slope coefficient (β) was (0.900), indicating that a change in strategic monitoring by (1) positively effects strategic dexterity by (0.900)". The regression model explains (70%) of the changes occurring in strategic dexterity, as confirmed by the Adj (R^2) value of (0.703). The extracted value for (F) was (140.979), which significantly exceeds the estimated tabular value (4) with statistical significance (Sig.= 0.000 < 0.05). Additionally, the extracted value for (t) is (11.873), "indicating that the effect of the parameter (β) is a real effect, as an increase in the effect by one unit leads to an increase in strategic dexterity by (90%)". Based on the results of this study, it is clear that strategic monitoring significantly enhances strategic dexterity. "This confirms the validity of the main hypothesis, which states that there is a significant effect of strategic monitoring in strategic dexterity".

Table (5) Analyzing the impact of SM and its dimensions in SD

Dependent variable	Dimensions of SM variable			(R)	(R^2)	Adj R^2	(F)	(t)	Sig
Strategic Dexterity	**First sub** (Strategic Intelligence)	(α)	0.821	0.730	0.532	0.524	66.049	8.127	0.000
		(β)	0.724						
	Second sub (Strategic Thinking)	(α)	0.807	0.743	0.552	0.544	71.343	8.446	0.000
		(β)	0.726						
	Third sub Strategic Vigilance	(α)	1.101	0.775	0.601	0.594	87.441	9.351	0.000
		(β)	0.693						
	Main hypothesis Strategic Monitoring	(α)	0.255	0.842	0.709	0.703	140.979	11.873	0.000
		(β)	0.900						
F tabular =4 ///t tabular =2									
Decision/Interpretation: "The validity of the hypothesis is proven, indicating a significant relationship between SM & its dimensions on SD at the level of individual tests".									

Source: SPSS V.28 outputs.

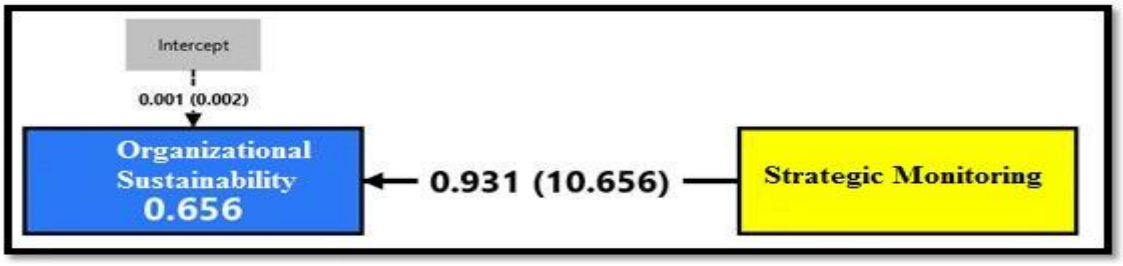

Figure (2) 'Analysis of the impact of strategic monitoring in strategic dexterity'

Source: Smart Pls4 program outputs.

As for, "the sub-hypotheses are as follows":

- Testing "the first sub-hypothesis: There is a statistically significant effect of the strategic intelligence dimension in strategic dexterity". Table (5) shows that "the value of the regression coefficient (Fixed term) (α) was (0.821), which is considered the lowest value that can be achieved in strategic dexterity". At the same time, the marginal slope coefficient (β) was (0.724), indicating that a change in strategic intelligence by (1) positively

affects strategic dexterity by (0.724). The regression model explains (52%) of the changes occurring in strategic dexterity, as confirmed by the Adj(R2) coefficient of determination of (0.524). The extracted value for (F) was (66.049), which significantly exceeds the estimated tabular value (4) with statistical significance (Sig.=0.000 < 0.05). It is also evident from the extracted value for (t), which was (8.127), "that the effect of the parameter (β) is real, and an increase in the effect by one unit leads to an increase in strategic dexterity by (72%). This confirms the validity of the first sub-hypothesis derived from the main hypothesis, which states that there is a statistically significant effect of strategic intelligence in strategic dexterity".

- Testing "the second sub-hypothesis: There is a significant effect of the strategic thinking dimension in strategic dexterity". Table (5) shows that "the value of the regression coefficient (Fixed term) (α) was (0.807), which is considered the lowest value that can be achieved in strategic dexterity. At the same time, the marginal slope coefficient (β) was (0.726), indicating that a change in strategic thinking by (1) positively affects strategic dexterity by (0.726). The regression model explains (54%) of the changes occurring in strategic dexterity, as confirmed by the Adj (R^2) value of (0.544). The extracted value for (F) was (71.343), which significantly exceeds the estimated tabular value (4) with statistical significance (Sig.= 0.000 < 0.05). As shown by the extracted (t) value of (8.446), "the effect of the parameter (β) is real, as an increase in the effect by one unit will lead to an increase in strategic dexterity by (72%). This confirms the validity of the second sub-hypothesis derived from the main hypothesis, which states (there is a significant effect of strategic thinking in strategic dexterity)".
- Testing "the third sub-hypothesis: There is a statistically significant effect of the strategic vigilance dimension in strategic dexterity". Table (5) shows that "the value of the regression coefficient (Fixed term) (α) was (1.101), which is considered the lowest value that can be achieved in strategic dexterity. At the same time, the marginal slope coefficient (β) was (0.693), indicating that a change in strategic vigilance by (1) positively affects strategic dexterity by (0.693). The regression model explains (59%) of the changes occurring in strategic dexterity, as confirmed by the Adj (R^2) value of (0.594). The extracted value for (F) was (87.441), which significantly exceeds the estimated tabulated value (4) of statistical significance (Sig.= 0.000 < 0.05). The extracted value of (t), which was (9.351), shows that "the effect of the parameter (β) is a real effect, as an increase in the effect by one unit leads to an increase in strategic dexterity by (69%)". This confirms the validity of the third sub-hypothesis derived from the main hypothesis, which states that "there is a statistically significant effect of strategic vigilance in SD".

V. DISCUSSION OF RESULTS

The current review addressed some previous studies that contributed to supporting and enhancing the theoretical aspect therein. "Regarding the results of the study conducted in the Baghdad health directorates", strategic monitoring results indicate that senior management is concerned with its ability to exercise strategic intelligence and planning in work; "thus, this dimension received the first rank, with a mean of (3.617), a standard deviation of (0.667), and a coefficient of variation of (18.447)". It is also evident that they benefit from strategic thinking, especially cognitive skills, to adapt and prepare for any emergencies, which is why it achieved the second rank in importance, "with a mean of (3.630), a standard deviation of (0.678), and a coefficient of variation of (18.672). Additionally, senior management in the surveyed directorates shows a moderate interest in strategic vigilance, which is why it received the third rank in importance, with a mean of (3.377), a standard deviation of (0.741), and a coefficient of variation of (21.948)". Despite the lack of sufficient interest in strategic vigilance, efforts are being made to enhance these health directorates. However, strategic dexterity results indicate that senior management is concerned with its ability to exercise exploration opportunities and enhancing innovation; thus, this dimension received the first rank, "with a mean of (3.717), a standard deviation of (0.680), and a coefficient of variation of (18.303). As is evident, they benefited from exploiting opportunities despite the weaknesses in both meeting the needs of employees and reviewers, the limited use of advanced technology, and the weakness in providing advanced and responsive services to reviewers, which is why it achieved the second rank in importance, with a mean of (3.377), a standard deviation of (0.697), and a coefficient of variation of (20.636)". Additionally, senior management in the surveyed directorates shows a moderate interest in structural dexterity, which is why it received the third rank in importance, "with a mean of (3.230), a standard deviation of (0.794), and a coefficient of variation of (24.579)". Despite the lack of sufficient interest in SD, efforts are being made to enhance these health directorates.

In general, "it was shown that the SM variable ranked first, with a mean of (3.541), a standard deviation of (0.620), and a coefficient of variation of (17.500). These results confirm that SM is being applied at a good level by the research sample individuals. At the same time, the SD variable ranked second in importance, mean of (3.441), a standard deviation of (0.662), and a coefficient of variation of (19.249)". These results confirm that SD is being applied at a good level by the research sample individuals.

Using these strategies can help the health directorates in Baghdad to enhance and improve their performance efficiently and effectively to achieve tangible and distinguished results that continuously meet the needs and expectations of the society.

VI. CONCLUSION

The "results of the current study showed during statistical analysis that there is a statistically significant correlation and effect between SM and SD at the overall level of the research". These results indicated that achieving strategic dexterity is well-dependent on the attention and implementation of strategic monitoring. The more monitoring and intelligence senior management in health directorates increases, the more interest the research community will have in strategic monitoring in order to improve strategic dexterity. The efforts made by the researched directorates in applying SM positively reflect on achieving SD, due to its clear and effective impact through its dimensions (strategic intelligence, strategic thinking, and strategic vigilance). Furthermore, if senior management applies the contents of the research, it will effectively contribute to improving strategic monitoring, and thus achieving and developing strategic dexterity in those researched departments. Therefore, the researcher recommends that these directorates pay attention to the strategic vigilance possessed by senior management responsible for strategic monitoring in order to achieve strategic dexterity more effectively, particularly through developing strategic skills and adapting to changing circumstances. "It is clear that the variable of strategic monitoring and its dimensions directly affect the variable of strategic dexterity in Baghdad health directorates, which proved the validity of the main research hypothesis as well as its sub-hypotheses". Therefore, the concept of strategic monitoring should be enhanced and improved in Baghdad health directorates, and through this, the level of strategic dexterity will be raised.

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