



The Capacity of Strategic Foresight Techniques in Achieving Strategic Response through the mediating effect Strategic agility-An Analytical Study of the Opinions of Senior Leaders The Iraqi Ministry of Higher Education and Scientific Research

Lecturer. Mawed Kadhim Jaber

Department of Business Administration

College of Administration and Economics University of Kerbala

Mawed.k@uokerbala.edu.iq

1. Introduction

In the dynamic landscape of business and governance, the symbiotic relationship between strategic foresight and strategic response emerges as a cornerstone of success. Strategic foresight serves as the lens through which organizations and decision-makers navigate the uncertainties of tomorrow, illuminating potential paths and pitfalls on the horizon. It entails the deliberate and systematic exploration of future possibilities, trends, and disruptions, enabling stakeholders to anticipate emerging challenges and opportunities proactively. Strategic response, on the other hand, embodies the agility and adaptability required to effectively address the insights gleaned from strategic foresight. It encompasses the timely and decisive actions taken in response to changing circumstances, leveraging foresight-driven intelligence to chart a course of action that aligns with organizational goals and objectives. The interplay between strategic foresight and strategic response is akin to a dance of anticipation and action, where foresight provides the music, and response dictates the choreography. Without foresight, response lacks direction, stumbling blindly through the turbulence of uncertainty. Conversely, without a nimble and responsive approach, even the keenest foresight may prove futile, rendered impotent by inertia or indecision. Indeed, strategic foresight fuels the engine of strategic response, empowering decision-makers to navigate complexity with confidence and clarity. By fostering a culture of foresight-driven decision-making, organizations can position themselves not merely to react to change but to shape and capitalize on it, turning uncertainty into opportunity. In essence, the synergy between strategic foresight and strategic response represents a paradigm shift from reactive to proactive management, from survival to thrival in an increasingly volatile, uncertain, complex, and ambiguous (VUCA) world. It underscores the importance of foresight as a strategic imperative, guiding organizations towards resilience, innovation, and sustainable growth in the face of evolving challenges and opportunities.

Keywords : Strategic Foresight , Strategic Response , Strategic agility , Strategic Foresight Techniques .

2. Background and Hypotheses Development

2-1: The concept of Foresight



The Peerian Journal

Open Access | Peer Reviewed

Volume 35, October, 2024

ISSN (E): 2788-0303

Website: www.peerianjournal.com

Email: editor@peerianjournal.com

Foresight means the ability to understand the forces that shape the future, or it is the ability to see future trends by conducting a survey of dynamic factors in the past and present. From this standpoint, a set of definitions that address the concept of strategic foresight will be presented. The concept of strategic foresight from the point of view of a number of researchers the definition :

" Work to identify, evaluate and use signals coming from the political, social, cultural, competitive, science and technology environments in order to identify opportunities and threats at an early stage that enables companies to know the methods, processes, actors and system necessary to enhance the competitive position For the company ". (Rohrbeck et al. 2007:16) . " An organized scientific effort that aims to formulate a set of conditional predictions of the conditions of society over a future period of time and aims to identify trends and reveal problems that are likely to appear in the future ". (Al-Badran , 2011 :337). " A capability that includes any structural or cultural element that enables a company to detect discontinuous change early, interpret the results for the company, and formulate effective responses to ensure survival Long term and success of the company " . (Rohrbeck. 2011:11) . " Analyzing the past with its quantitative variables through time series (and how to draw lessons from historical events), illuminating the present by understanding the studied phenomenon, and drawing the desired future by studying the possibility of making present decisions that lead to a desirable future ". (Amin, 2014: 3).

2-1-1: The concept of strategic foresight :

The concept of strategic foresight has received clear attention from researchers. What is meant by foresight is linguistically, as stated in Lisan al-Arab, that supervising something and anticipating it means placing the hand above the eyebrows to shade it from the sun's rays in order to clarify or see the thing. "Foreseeing" the thing means looking at it and looking at it. (Ibn Manzur) argued that foresight " is part of honor and its meaning is height, that is, looking at something from a high place to be more clear". The Oxford Dictionary defines foresight " as the ability to predict future events and trends and prepare for them " (Soanes & Hawker, 2005:393). Foresight is defined in Al-Mawrid dictionary " as looking forward to something, meaning raising one's gaze to see it ". (Al-Baalbaki, 91:2009). " It is an extraordinary ability to penetrate and exceed the boundaries of the organization and seize opportunities that others prefer " (Chia, 2008:27). " It is understood as processes that help decision makers chart the future course of action for the organization " (Vecchiato , 2012:436). " The ability to create a high-quality, coherent and practical future vision The insights that arise are used in useful organizational ways " . (Heger & Boman, 2014:4). "Management's ability to implement procedures that affect decision making Decisive and be able to perceive and interpret weak signals and deduce the relevant course of action ". (Appiah & Sarpong, 2015:514). " The process of being open to the future by all available means and developing views on future options to achieve the best option among them " . (Kononiuk et al., 2017:2). " It is the ability to promote an alternative vision of the future through increased education, planned assistance, and organized assistance to adapt to environmental changes during their development process " . (Wiener, 2018:45) . " It depicts a set of practices that support new business exploration through identifying drivers of change (perception), interpreting the consequences of the drivers both individually and collectively (prospecting), and procedures that allow testing of value propositions, product/service designs and market acceptance (investigation) " . (Højland & Rohrbeck, 2017: 735).

2-1-2 : The most important strategic foresight : The current climate of globalization and severe competition has made it more crucial than ever to have strategic foresight and to take into



account the activities of administration and institutions in order to improve educational quality and efficiency and make it competitive. The following arguments can be used to justify the significance of strategic foresight (Toulan , 2021: 6) :

- 1- Realize the change.
- 2- Gaining the capacity to influence the future; setting and communicating priorities to staff members.
- 3- It assists the company in pursuing innovation and attaining excellence.
- 4- Within organizations, strategic thinking fosters a culture of open communication, involvement, candor, optimism, and transparency while strengthening accountability and self-awareness.
- 5- Encouraging people to develop and innovate while making appropriate use of their energy, human resources, and implicit and correct knowledge.

2-1-3 : Dimensions of strategic foresight : With a strategic vision of the future dimension, we need to design the dominance of traditional adaptation to rapid local and global changes and the concept of globalization challenges and dimensions of future strategic prospects that educational studies curricula should take into account:

1- Scenarios : The concept of scenario was developed first for military purposes, and then it was used as a predictive tool by companies and organizations, especially for the purposes of long-term investment strategies, and a term to link Military Affairs and Strategic Studies (Abadi, 2015:11). The scenario is defined as a probabilistic analytical method that enables tracing the general course of the development of events and phenomena, starting from their current status and condition, up to monitoring a series of future forecasts of these events and phenomena (Sergeev, 1978:78), and in the same direction (al-Ayed, 2004: 16) considers that he put a specific profile picture within a temporal and Spatial Framework subject to local, regional and international variables that affect and determine its course, while (Al-hadrawi, 2010 :29) indicates that a series of events that can fall into the future, It is used to help individuals realize that the future is in doubt and other future options should be considered, and this description is prepared based on a logical order of the sequence of events and an attempt to identify all the links that exist between them.

2- environmental survey : An environmental survey is a continuous systematic examination of external and internal environments to identify the main forces, technologies, positions of organizations and organization of processes that drive change, the breadth of the survey process is often determined by the chosen time horizon that determines the time period to be covered , high-speed environments are characterized by rapid change and uncertainty, and environmental survey must be . The time is very limited in order to stay in tune with fleeting opportunities , and the depth of the survey reflects the number of competitive areas to be covered , although a limited survey may cover the immediate environment and the value network of organizations, however, an in-depth survey may go beyond the theoretical boundaries of the organization to explore the changes taking place in the surrounding (Paliokaité et al , 2014: 164) . Ruff believes that the environmental survey represents a time horizon at both the long-term and medium-term levels of importance in forecasting (Ruff , 2006:27).

3-strategic visualization : it helps teams understand complex information, fosters collaboration, and supports better decision-making. It can involve various tools, like mind maps, info graphics , or flowcharts, to communicate strategies effectively. If you have a particular area of interest or a project in mind .or it is It is the desired future state that the institution and its manager hope to achieve.



Essentially, the vision is the strategic goal of the educational institution, it is the imaginary picture of the future state that the institution wants to achieve. (Baumgartner, et al, 2010:71)

2-2 : The Concept of Strategic Responsiveness: "Uncertainties and associated risks enable organizations to take a strategic response in response to these challenges which enables them to develop strategies to gain a competitive advantage over their peers". (Nthigah, 2016: 19). "It means an administrative approach through which the organization intends to achieve its strategic goals by responding to the changes that occur in the external and internal environment and confronting them with the capabilities and resources available in the organization". (Al-Taie and Muhammad, 2017: 166). "It is a means of establishing organizational purpose in terms of long-term goals, work programs, and resource allocation". (Al-Hasnawi and Al-Moussawi, 2020: 1). "The relationship between market orientation and company performance needs further study as rapidly shifting competitive and technological conditions have produced environments characterized by wide ranges of technology and market disruption. In light of these environmental conditions, an alliance of market orientation and strategic responsiveness along with entrepreneurial orientation will have guiding principles. Important to a company's ability to survive". (Rashid, et al, 2020: 215). "Identify emerging trends and new technologies, learn about competitor movements and the efficiency and speed of the organization's reaction to these environmental fluctuations". (Linder and Sax, 2020: 37).

2-2-1: The Importance of Strategic Response : (He et al, 2022:6-7) mentioned that the strategic response is important in terms of preserving, sustaining, and optimally using resources, as the response is important because:

- 1.It works to achieve high efficiency in terms of optimal use of limited resources, through economic, organizational, and strategic measures that result from the modification that occurs due to the response, its procedures, and the steps that follow it.
- 2.It works to change the organization's behavior in how it deals with limited resources. Responding to the changes results in changing the work lifestyle, and making the individual worker more careful in using the resources he needs in order to accomplish his jobs and tasks. This is because the organization operates in an exceptional circumstance, as a result of environmental changes that it is important for the individual worker to pay attention to.
- 3.It works to modify processes and production methods and introduce continuous improvements in the technology used for production, in order to increase its productivity and the effectiveness of operations on the basis of less consumption resources with greater production in order to meet environmental challenges.

2-2-2: Dimensions of Strategic Responses : The dimensions of strategic response can be divided into three dimensions, and each dimension is in turn divided into several points.

1.Technology Adoption

1-1:E-learning: refers to the use of digital technology to deliver educational content and facilitate learning. This can include online courses, webinars, videos, and interactive modules, allowing learners to access materials anytime and anywhere.

1-2: Online application : An online application typically refers to a digital platform or system that allows to apply for admission to educational institutions or specific programs.

1-3: Online registration : Online registration refers to the process of enrolling in government institutions through a digital platform.



The Peerian Journal

Open Access | Peer Reviewed

Volume 35, October, 2024

Website: www.peerianjournal.com

ISSN (E): 2788-0303

Email: editor@peerianjournal.com

1-4: Corporate : typically refers to large companies or organizations that operate for profit. It encompasses various aspects.

2. Market expansion

2-1: Getting into new markets

2-1: Attracting more customers with existing services

2-1: Introducing completely new products and services

2-1: Updating existing products and services

3. Cost-cutting strategies

3-1: Charging low and average prices.

3-2: Favorable access to low cost material and labour.

3-3: Re-investment in new equipment and modern facilities.

2-3 : strategic agility : The concept of strategic agility is one of the modern and distinguished concepts and has a great role in highlighting organizations and possessing the contemporary characteristic and outlook as a rich and important factor in the development of these organizations and how to interpret their performance and speed and accuracy of their competitive superiority through the written research, concepts and opinions of writers and researchers.

2-3-1: The concept of strategic agility : is one of the modern concepts, which has a great impact on the innovation of organizations and their possession of the contemporary characteristic and outlook, and how to interpret their performance and the speed and accuracy of their competitive superiority (Al-Ghazali, 2013:3) . According to (Abdel-Aal, 2019, 264) strategic agility is defined as: the ability of organizations to respond quickly to sudden changes in their field of work, which gives them the flexibility to modify and change their goals and ability, as well as their ability to assume responsibility and strategic sensitivity. Al-Musawi (Al-Musawi, 2018, 446) defined it as : an organization is able to cope with the expected changes in its environment, while moving quickly, smoothly and flexibly towards such changes, a nimble, agile organization can quickly meet customer requests and introduce new products. Al-Madhidi (Madhidi , 2018, 289) defined strategic agility as a capability possessed by organizations seeking it to help them achieve rapid response to environmental changes by creating strategic changes that enable the organization to survive and continue.

2-3-2: Importance of strategic agility : Doz & Kosonen (2008:106) emphasized the importance of strategic agility, and explained in detail how organizations must be able to reinvent themselves, survive, and meet strategic needs to face dynamic competition, be able to be flexible in the face of new developments, continuously adjust the strategic direction of the organization, and develop innovative methods to create value. Strategic agility also enables the organization to respond quickly and effectively to environmental fluctuations, which allows it to establish a superior competitive position. Developing this ability today has become an important requirement for competition (Abd Aziz & Zailani, 2011, 457). It is necessary to identify the capabilities of the basic organization and to identify its allies or counterpart organizations in order to reach solutions to its customers' problems, rather than providing the same or similar services or products (Doz & Kosonen, 2008). It gives the organization the quality of intelligence, flexibility and openness to new events, which puts it in a state where it is always ready to re-evaluate previous options and change its direction in light of new developments. (Doz & Kosonen, 2008:1). Strategic agility is required in two aspects: the first is to

search within the organization with the aim of understanding the basic competencies, and the second is outside the organization to clearly know the environment around it (Long , 2000: 35).

3: The hypothetical scheme of the study : Based on the research model, the following hypotheses are consistently proposed for the research question and the questions it raises :

The purpose of this paragraph is to develop a detailed plan on which the study is going in order to achieve the goals that they aspire to see Figure (1). Accordingly, the research variables can be identified as follows : -

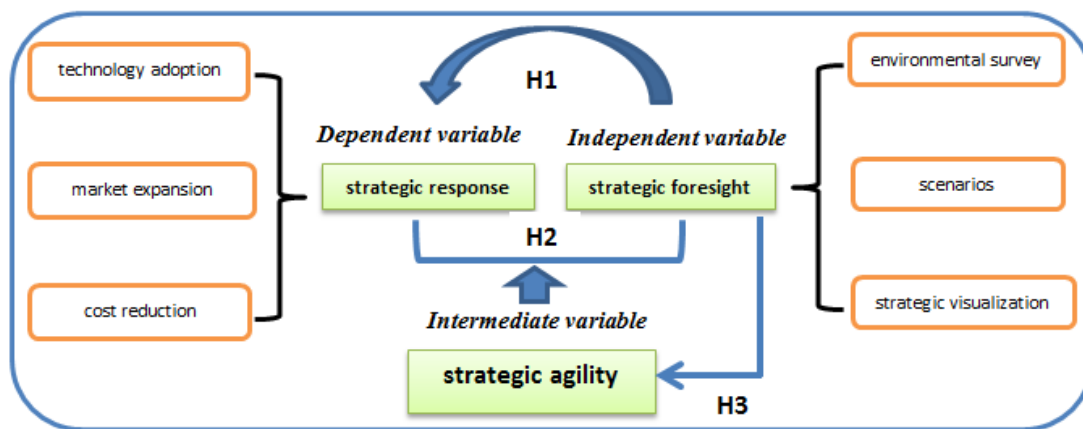


Figure (1) The hypothesis of the research

3-1:-Research Variables :The rigorous research protocol included three variables, as follows:

1.Independent variable: strategic foresight with its three dimensions (environmental survey , scenarios , strategic visualization)

2.Intermediate variable : strategic agility

3.Dependent variable: three dimensions of strategic response (technology adoption, market expansion , cost reduction)

3-2-: Study procedures: The research community included a sample of senior staff from the Iraqi Ministry of Higher Education and Scientific Research . This community was chosen due to the research topic (**The Capacity of Strategic Foresight Techniques in Achieving Strategic Response through the mediating effect Strategic agility**), and in a way that meets its goals and contributes to testing its hypotheses put forward and obtaining the desired results. As for the study sample, it consists of the number of those who are in the capacity of general manager and below, where the researcher distributed 300 forms to the study community during the period from 15 / 3 / 2022 and even 1 / 2 / 2023 , 270 forms were recovered, which is 96% of the number of distributed forms, which were later approved in the analysis .

3-3: Hypotheses Development :

3-3-1: the first hypothesis: there is no statistically significant effect at the level of ($\alpha \leq 0.05$) for strategic foresight in the strategic response according to the opinion of employees at the Ministry of education, and the following hypotheses branch from it :

1-there is no statistically significant effect at the level ($\alpha \leq 0.05$) of the environmental survey in the strategic response, according to the opinion of employees at the Ministry of Education.



2-there is no statistically significant effect at the level ($\alpha \leq 0.05$) of the scenario variable in the strategic response according to the opinion of the Ministry of Education staff.

3-there is no statistically significant effect at the level of ($\alpha \leq 0.05$) strategic visualization in the strategic response according to the opinion of the Ministry of Education staff.

3-3-2 : the second hypothesis : There is no trace of strategic agility in the relationship between strategic foresight and strategic response, according to the opinion of employees of the Ministry of education at the level of significance ($\alpha \leq 0.05$), and the following hypotheses branch from it :

1-there is no trace of strategic agility in the relationship between the environmental survey and the strategic response, according to the opinion of the employees of the Ministry of education at the level of significance ($\alpha \leq 0.05$).

2-there is no trace of strategic agility in the relationship between the scenario variable and the strategic response according to the opinion of the Ministry of Education staff at the level of significance ($\alpha \leq 0.05$).

3 there is no trace of strategic agility in the relationship between strategic visualization and strategic response according to the opinion of the Ministry of Education staff at the level of significance ($\alpha \leq 0.05$).

3-3-3: the third hypothesis : There is no statistically significant effect at the level ($\alpha \leq 0.05$) of strategic foresight on strategic agility according to the opinion of the Ministry of Education staff.

3-4 : Results and Discussion :

3-4-1:Scale stability : The researcher conducted a Cronbach's test on the combined questionnaire questions and then on the questions of each axis individually, and it was confirmed that the questionnaire prepared for this research is valid to measure what was prepared to measure, and that it includes the elements that should be included in the analysis on the one hand and the clarity of its paragraphs and vocabulary on the other hand as shown in Table No (1).

Table (1) Cronbach's Alpha coefficient for research questions

Axis questions	Cronbach's Alpha coefficient	Number of phrases
Environmental survey	0.93	9
Scenarios	0.86	6
Strategic visualization	0.90	6
Strategic agility	0.82	8
Technology adoption	0.72	6
Market expansion	0.83	6
Cost-cutting strategies	0.91	6



All questionnaire questions	0.85	47
-----------------------------	------	----

We note that the coefficient of constancy for the first domain (0.93), for the second (0.86), for the third (0.90), for the fourth (0.82), and for the fifth (0.72), and for the sixth (0.83), and for the seventh (0.91), and the coefficient of constancy for the resolution as a whole was (0.85). This indicates that the coefficients of stability of the resolution are reassuring for the procedure and application.

3-4-2: Descriptive analysis of sample people's answers : We note that the highest value recorded by the independent variables of the arithmetic mean was for the scenarios variable, its value was (3.85), followed by the variable related to the environmental survey and finally the strategic vision, and this indicates the importance of the organization to develop a clear scenario for the future that it wants to be. The highest value recorded by the variables belonging to the arithmetic mean was technology dependence, its value was (3.43), followed by the variable related to market expansion and finally the cost reduction strategy, and this indicates the importance of technology for the organization because of its impact in shaping its environmental and market Future.

3-4-3: hypothetical test :

1 : The first hypothesis : is that there is no statistically significant effect of Ministry of Higher Education employees on strategic responses at the level of strategic foresight ($\alpha \leq 0.05$). To test this hypothesis, the researchers relied on linear regression tests, with the following results :

Table (2) results of the linear regression analysis test of the influence of strategic foresight in the strategic response

Variants	Constant	Regression coefficient B	Coefficient of determination R2	Adjusted selection coefficient	Correlation coefficient	T-test		F-test	
						Value	Semantics	Value	Semantics
Environmental survey	-4.57	-0.38	0.21	0.23	0.47	11.01	0.00	121.54	0.00
Scenarios	-4.20	-0.25	0.7	0.8	0.77	5.01	0.00	25.14	0.00
Strategic visualization	-4.00	-0.35	0.15	0.17	0.41	8.96	0.00	80.35	0.00

The value (F) of environmental survey is equal to (121.54), which is a function of the indicative level (0.05), which means that the independent variable (environmental survey) is effective in predicting the dependent variable of strategic response. The coefficient of determination reaches (0.21), indicating that the environmental survey variables have been explained (21%) of the strategic



response variables). In addition, the regression coefficient (B) of the environmental survey is equal to (0.38) . This relationship shows that the environmental survey has a direct impact on strategic response. Impact, which means that the stronger an organization's environmental investigation capabilities, the faster the organization can achieve strategic responses. Finally , the value of (T) is equal to (11.01) and the significance level is (0.000), which is a function lower than the (0.05) level, which confirms the presence of environmental elevation in strategic responses.

The value (F) of the scenario variable is equal to (25.14) and is a function of the significance level (0.05), which means that the independent variable (scenario) is effective in predicting the dependent variable (strategic response). The determination also reached (0.8). This means that situational variables explain (7%) of strategic response variables, indicating the impact of situational variables on strategic response. In addition, the regression coefficient B of trust in colleagues is (0.25) , indicating that situational variables directly affect strategic responses. That is, the better the scenarios drawn and planned by the organization, the faster the strategic response. The final value of T is equal to (5.01) , significance level is (0.000), which is a function at the (0.05) level , And this confirms the presence of an effect of the scenario variable in the strategic response.

The value (F) of Strategic visualization is equal to (80.35), which is a function of significance level (0.05), which means that the independent variable (Strategic visualization) responsible for predicting the dependent variable (strategic response) is effective , the coefficient of determination reaches (0.15), which means that Strategic visualization explains (17%) of the strategic response variables, and the regression coefficient (B) of Strategic visualization is equal to (0.36), which shows that for the future Strategic visualization of the organization, this speed of increase Along with the strategic response to the changes surrounding the organization, the final (T) value is (8.96) with a significance level of (0.000) , which is a function of level less than (0.05) , which confirms the presence of influence of Strategic visualization variables in strategic response.

This confirms the validity of the hypothesis that there is a statistically significant effect of strategic foresight on the strategic response of the study sample at the significance level ($\alpha \leq 0.05$).

2: The second hypothesis : There is no trace of strategic agility in the relationship between strategic foresight and strategic response among Ministry of higher education employees at an indicative level ($\alpha \leq 0.05$) .

Table (3) linear regression of the environmental survey effect in strategic response with the presence of strategic agility

Variants	Regression coefficient B	Testing (T-test)	Standard regression coefficient Beta	Test F		Correlation coefficient R	Coefficient of determination R ²
		Value	Morale	Value	Morale		



The constant	3.01	9.84	0.000	79.30	.000	0.62	0.37
Environmental survey	0.33	10.33	0.000				
Strategic agility	0.35	5.21	0.000				

From the previous table we note the following: The coefficient of determination reached (0.37), which means that the environmental survey with the presence of strategic agility interpreted (37%) of the strategic response, while it was (22%) at the environmental survey, and it increased by (16%), in addition, the regression coefficient (B) of the environmental survey is equal to (0.33), this indicates that the environmental survey directly affects the achievement of the strategic response, while the regression coefficient (B) of strategic agility reached (0.35), this is evidence that strategic agility directly affects the strategic response , meaning that the more the capabilities of strategic agility in the organization increased its speed by strategically responding to environmental changes surrounding it , and finally The (T) value of the environmental survey is equal to (10.33) at a moral level (0.000), which is moral at a level less than (0.05) , as well as the (T) value of strategic agility is equal to (5.21) at a moral level (0.000), which is moral at a level less than (0.05) , and this confirms the existence of an intermediate role of strategic agility in the relationship between the environmental survey and the strategic response.

Table (4) linear regression of the influence of a scenario variable on the strategic response in the presence of strategic agility

Variants	Regression coefficient B	Testing (T-test)	Standard regression coefficient Beta	Test F		Correlation coefficient R	Coefficient of determination R2
		Value	Moral	Value	Moral		
The constant	2.36	6.77	0.000	32.29	.000	0.57	0.29
scenario variable	0.19	4.79	0.000				
Strategic agility	0.40	6.05	0.000				

From the previous table we note the following : The coefficient of determination reached (0.29) , which means that the scenario variable with the presence of strategic agility interpreted (29%) of the



strategic response , while it was (0.6%) at the scenario variable and increased by (31%) , in addition , the regression coefficient (B) for the scenario variable is equal to (0.19) , This indicates that the preparation of appropriate scenarios directly affects the speed of strategic response, while the regression coefficient (B) for the lightness of the strategy reached (0.40) this percentage leads to this means that the more strategic agility methods are used in the organization, the greater the level of response Finally, the (T) value of the scenario variable is equal to (4.79) with a moral level of (0.000), which is moral at a level less than (0.05) , as well as the (T) value of strategic agility is equal to (6.05) with a moral level of (0.000) , which is moral at a level less than (0.05). this confirms the existence of an intermediate role of strategic agility in the relationship between the scenario variable and the strategic response.

Table (5) linear regression of the influence of Strategic visualization in the strategic response with the presence of strategic agility

Variants	Regr essio n coeff icien t B	Test ing (T- test)	Stan dard regre ssion coeff icien t Beta	Test F		Corr elati on coeff icien t R	Coeff icent of deter minati on R2
		Valu e	Mora le	Valu e	Mo rale		
The constant	2.82	8.68	0.00 0	56. 79	.00 0	0.53	0.31
Strategic visualizatio n	0.31	8.33	0.00 0				
Strategic agility	0.35	5.30	0.00 0				

From the previous table we note the following : The coefficient of determination reached (0.31), which means that the Strategic visualization with the presence of strategic agility has interpreted (31%) of the strategic response while it was (16%) at the Strategic visualization and has increased by (16%), in addition, the regression coefficient (B) of the Strategic visualization is equal to (0.31), this indicates that the Strategic visualization directly affects the achievement of the strategic response while the regression coefficient (B) of the strategic agility reached (0.35) and this percentage indicates that the strategic agility directly affects the strategic response, this means the greater the level of use of strategic agility in the organization , the greater the possibility of achieving a response Finally, the (T) value of trust in the organization is equal to (8.33) with a moral level (0.000), which is moral at a level less than (0.05), as well as the (T) value of Strategic visualization is equal to (5.30) with a moral level (0.000), which is moral at a level less than (0.05) , and this confirms the validity of the hypothesis that there is a statistically significant effect of Strategic visualization in



the strategic response of the study sample with the presence of strategic agility at a semantic level ($\alpha \leq 0.05$).

3- Third hypothesis: In order to answer this question, the following hypothesis is proposed: The impact of banking regulatory trust in the city of Aleppo on employee defensive silence does not have a statistically significant effect at the significance level ($\alpha \leq 0.05$). In order to test the validity of the hypothesis, multiple linear regression analysis was used . The results are as follows :

Table (6) results of the multiple linear regression analysis test of the effect of strategic foresight on strategic agility

Variants	Constant	Regression coefficient B	Coefficient of determination R ²	Adjusted selection coefficient	Correlation coefficient	T-test		F-test	
						Value	Semantics	Value	Semantics
Environmental survey	4.20	0.65	0.23	0.22	0.4	11.07	0.00	82.79	0.00
Scenarios	4.11	0.27	0.15	0.15	0.35	1.02	0.00	23.11	0.00
Strategic visualization	4.23	0.10	0.19	0.16	0.40	3.22	0.00	72.31	0.00

The value (F) of the environmental survey is equal to (82.79), which is a function at the indicative level (0.05), which means that the independent variable (environmental survey) is valid for predicting the variable (strategic agility), and the coefficient of determination has reached (0.24), which means that the environmental survey has interpreted (24%) of the variable of strategic agility , in addition, the regression coefficient (B) of the environmental survey is equal to (0.65), which indicates that the environmental survey has a direct impact on strategic agility , this means that the more environmental scanning techniques in the organization leads to an increase in strategic agility rates of . Finally, the value of (T) is equal to (11.07) with a significance level of (0.000), which is a function at a level less than (0.05) , and this confirms the presence of an impact of environmental survey in strategic agility.

The value (F) of the scenario variable is equal to (23.11), which is a function at the indicative level (0.05), which means that the independent variable (scenario variable) is valid for predicting the variable (strategic agility), and the coefficient of determination has reached (0.18), which means that the scenario variable has interpreted (18%) of the strategic agility variable , which indicates the effect of the scenario variable in strategic agility in addition, the regression coefficient (B) of the scenario variable is equal to (0.27) and this is indicative however, the variable scenarios directly affect the strategic agility, which means that the more different scenario styles in the organization, this leads to an increase in the rates of strategic agility . Finally, the value of (T) is equal to (1.02) with a



significance level of (0.000), which is a function at a level less than (0.05), and this confirms the existence of an effect of the scenario variable in strategic agility.

The value (F) of the Strategic visualization is equal to (72.31), which is a function at the indicative level (0.05), which means that the independent variable (Strategic visualization) is valid for predicting the variable (strategic agility), and the coefficient of determination reached (0.21), which means that the Strategic visualization has interpreted (21%) of the strategic agility variable, in addition, the regression coefficient (B) of the Strategic visualization is equal to (0.10), which indicates that the Strategic visualization directly affects the strategic agility, which means that the higher the Strategic visualization in the organization, the higher the rate of strategic agility. Finally, the value of (T) is equal to (3.22) with a significance level of (0.000), which is a function at a level less than (0.05), and this confirms the existence of a trace of Strategic visualization in strategic agility.

This confirms the validity of the hypothesis according to which there is a statistically significant effect of strategic foresight on the strategic agility of employees of the Ministry of higher education at the level of significance ($\alpha \leq 0.05$).

4- Conclusions

In view of the general results of the study and their discussion, the following conclusions can be drawn :

- 1- the presence of a statistically significant effect of strategic foresight in the strategic response among employees of the Ministry of Higher Education at the level of significance ($\alpha \leq 0.05$).
- 2-The presence of a statistically significant effect of strategic foresight in the strategic agility of employees of the Ministry of Higher Education at the level of significance ($\alpha \leq 0.05$).
- 3- There is a statistically significant effect of strategic foresight on the strategic agility of the employees of the Ministry of Higher Education with the presence of strategic agility at the level of significance ($\alpha \leq 0.05$).
- 4- the relationship between strategic foresight and strategic agility is a Positive relationship, the higher the strategic foresight, the higher the rate of strategic agility, and this leads to the ability of the organization to color and preserve its environmental gains.
- 5- the relationship between strategic foresight and strategic response is a Positive relationship, the more the use of strategic foresight techniques, the more it will lead to an increase in strategic response and thus face the changes in the environment that may affect the future of the organization.

References :

1. Abd Aziz, A., Zailani, S., (2011), "A Conceptual Paper on Determinants and Outcomes of Supply Chain Agility", International Conference on Computer Communication and Management, Proc .of CSIT vol.5.
2. Abdel Aal Antar, (2019). Information technology requirements to achieve strategic agility in Egyptian universities. Sohar University as a model, Educational Journal, Issue No. 59,.
3. Al-Abadi, Hashem Fawzi, (2015), Using the strategic scenario for crisis management in business companies, an analytical study of the opinions of a sample of workers in industrial sector companies in the Iraqi Ministry of Industry and Minerals, Al-Qadisiyah Journal of Administrative and Economic Sciences, Volume 17, Issue 4.



The Peerian Journal

Open Access | Peer Reviewed

Volume 35, October, 2024

ISSN (E): 2788-0303

Website: www.peerianjournal.com

Email: editor@peerianjournal.com

4. Al-Baalbaki, Rawhi (2009), Al-Mawrid, Arabic-English Dictionary, 3rd edition, Dar Al-Ilm Lil Al-Millain, Beirut.
5. Al-Badran, Abdel-Sajjad Abdel-Sada, 2011, Future anxiety among preparatory school students in Basra Centre, Basra Etiquette Magazine, Issue 56, University of Basra, Iraq.
6. Al-Ghazali, Fadel. (2013), the role of differentiation and integration option in the realization of agility requirements for the development of the regeneration model applied research of a sample of RRT-takers in paperless oil overalls (PhD thesis unpublished). Faculty of management and Economics, University of Baghdad.
7. Al-Hadrawi, Rafid Hamid Abbas, (2010), The impact of strategic foresight on the level of organizational empowerment, an analytical study of the opinions of a number of managers and employees in a number of private commercial banks in Najaf Governorate, unpublished master's thesis, University of Kufa, Iraq.
8. Al-Hasnawi, Hussein Harijah and Al-Musawi, Maryam Hussein Jawad (2020), The impact of strategic thinking shells in enhancing strategic response operations, an analytical research of opinions from a sample of medical and nursing staff in private hospitals in the Holy Governorate of Karbala, Journal of Administration and Economics, Volume (9), Issue (34).
9. Al-Madhidi, Maan Wa'ad Allah (2018). The Contributions of Information Technology Capabilities Through Strategic Agility in Managing Strategic Change: An Analytical Exploratory Study at Asiacecell Mobile Company, Iraq. Kirkuk University Journal of Administrative Sciences. 8 (2),.
10. Al-Moussawi, Kawthar, (2018). Strategic Agility and Its Role in Achieving Marketing Excellence: An Analytical Study of the Opinions of a Sample of Managers at Al-Kafeel Company, University of Kufa, College of Arts, Journal of Kufa Arts, 15 (35),.
11. Al-Taie, Yousef Hajim Sultan, and Muhammad Ahmed Abdel Latif (2017), Strategic Response and its Role in Reducing Job Laziness: A Field Study in the Governorate Office, Al-Gharbi Science Journal Economic and Administrative Affairs, Volume (14), Issue (2), pp. (159-181).
12. Amin, Owaisi, 2014, Economic Foresight from Islamic Economics (Ijaz Economics In the Holy Qur'an), Setif University, Algeria. www.kantakji.com/media/165619/esteshraf.docx
13. Baumgartner, R. J., & Korhonen, J. (2010). Strategic thinking for sustainable development. Sustainable development, 18(2),.
14. Chia, R. (2008). Enhancing entrepreneurial learning through peripheral vision. In R. Harrison & C. Leitch (Eds.), Entrepreneurial learning: Conceptual frameworks and applications.
15. Doz, Y., Kosonen, M., (2008), "Fast Strategy: How Strategic Agility will help you stay ahead of the game", Wharton School Press.
16. Doz, Y., Kosonen, M., (2008), "The Dynamics of Strategic Agility: Nokia's Rollercoaster Experience", California Management Review, Vol. 50, N. 3.
17. Heger, T., & Boman, M. (2014). Networked foresight—The case of EITICT Labs. Technological Forecasting and Social Change, 101, 147-164.
18. Kononiuk, A., Sacio-Szymańska, A., & Gáspár, J. (2017). How do companies envisage the future? Functional foresight approaches. Engineering Management in Production and Services, 9(4), 21-33.



The Peerian Journal

Open Access | Peer Reviewed

Volume 35, October, 2024

ISSN (E): 2788-0303

Website: www.peerianjournal.com

Email: editor@peerianjournal.com

19. Linder, Stefan and Sax, Johanna, (2020). Fostering Strategic Responsiveness: The Role of Middle Manager Involvement and Strategic Planning, Adapting to Environmental Challenges: New Research in Strategy and International Business, 35–63.
20. Long, C. (2000). You don't have a strategic plan? Good! (But be able to think strategically). *Consulting to Management*, 11(1),
21. Nthigah, P. M., (2016). "Role of Competition in Determining Choice of Strategic Response of Multinational Corporations in Kenya", Doctoral dissertation, Business Administration, Jkuat.
22. Paliokaitè, Agnè, Nerijus Pacesa, and David Sarpong (2014). Conceptualizing strategic foresight: An integrated framework". *Strategic Change*. Vol. 23.No.3-4 .
23. Rashid, Muhammad Amir, Kalyar, Masood Nawaz, Shafique, Imran (2020). Market orientation and women-owned SMEs performance, The contingent role of entrepreneurial orientation and strategic decision responsiveness: *South Asian Journal of Business Studies* Vol. 9 No. 2, pp. 215-234.
24. Rohrbeck ,R,H,M ,Arnold & J,Heuer, ispim,2007, Strategic Foresight in multinational enterprises – a case study on the Deutsche Telekom Laboratories –Asia conference, New Delhi,India.
25. Rohrbeck. R,2011, Corporate Foresight, Contributions to Management Science, Springer-Verlag Berlin Heidelberg.
26. Ruff, Frank , (2006). "Corporate foresight: integrating the future business environment into innovation and strategy". *International Journal of Technology Management*. Vol. 34. No. 4.
27. Saleh Zaki Toulan, Tahani. (2021). The impact of foresight factors, strategic direction and strategic information systems on career path planning and employee empowerment as a performance mechanism Strategic human resources management. *Scientific Journal of Business and Environmental Studies*, 12(4).
28. Sergiev. A.,(1978): *La Prévision en Politique* . URSS, Edition du Progrés.
29. Vecchiato, R. (2012). Strategic foresight and environmental uncertainty: a research agenda. *foresight*, 14(5), 387-400.
30. Wiener, M. (2018). *Open Foresight und Unternehmenskultur: Organisationskulturelle Voraussetzungen für die Zukunftsfähigkeit von Unternehmen*. Springer-Verlag.
31. Zuo, W., Bai, W., Zhu, W., He, X., & Qiu, X. (2022). Changes in service quality of sharing accommodation: Evidence from airbnb. *Technology in Society*, 71, 102092.
32. Al-Ayed, Hassan Abdullah, (2004), *International Variables and Scenarios of Arab Culture*, Beirut, Dar Al-Nahda Al-Arabiya.