

The Impact of Strategic Foresight on Organizational Excellence at Al Hussein Bin Talal University

Amani Mohammed Al-Khlaifat, Prof. Shaker Jaralla Alkshali

The World Islamic Sciences & Education University

Email: dr.amanimk@gmail.com, drshaker55@yahoo.com

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Abstract

This study attempted to test the impact of strategic foresight in its dimensions (environmental scanning, scenario building, strategic integration, and strategic choice) on organizational excellence in its dimensions (leadership excellence, strategy excellence, subordinate excellence, and process excellence) at Al-Hussein Bin Talal University in Jordan. The study was conducted on managers in the academic and administrative fields through a comprehensive survey, via a questionnaire distributed to them electronically, of which 103 questionnaires were returned, which were used in the study. To reach the results, the study used the SPSS program. The study results indicated that there are high levels of the concept of strategic foresight by managers at the university, as well as an increase in levels of organizational excellence, and that there is a significant impact of strategic foresight on the university's excellence in its higher educational services, and that strategic foresight clearly impacts each dimension of organizational excellence (leadership excellence, strategy excellence, subordinate excellence, and process excellence).

Keywords: Scenario Building, Strategic Integration, Leadership Excellence, Strategy Excellence, Process Excellence

Introduction

The fierce competition in the business environment and the rapid rate of changes in all fields, especially technological ones, have led to a number of challenges, which in turn have increased the need for organizations to accurately predict future changes and see the future with different eyes (Tsoukas & Shepherd, 2004, xii). In light of the uncertain circumstances and complexity that pervade the work environment of organizations, no organization can survive indefinitely without contemplating its long-term future, which has called for the practice of strategic foresight and a deep understanding of past patterns and current conditions and the possibility of a radically different future, to achieve high-quality practices, processes and strategies within the organization (Costanzo & Mackay, 2009, 4-5).

Organizational excellence reflects the organization's success, sustainability and exceptional ability to create and innovate in all organizational fields and to continuously enhance and develop its systems and processes to provide a distinguished level of performance that competitors cannot imitate or duplicate (Hussein, 2024). Adopting best practices for organizational excellence creates value for stakeholders and improves performance, thus improving competitiveness and achieving sustainable success (Lasrado, 2018, 3).

With the increase in technological development in a dynamic and highly competitive environment, Jordanian commercial banks seek to achieve success and organizational excellence, which requires adopting strategic methods to support the future of their business, and building a future vision as a proactive step that increases their readiness to face future conditions and enhances their ability to anticipate and enables them to deal with various changes. Jordanian commercial banks may be able to respond to and adapt to the challenges and changes imposed by the pressures of intense competition. Based on the above, the current study will focus on verifying the impact of strategic foresight on organizational excellence at Al Hussein Bin Talal University.

Study Problem and Questions

The study problem focuses on organizational excellence at Al Hussein Bin Talal University, as organizations face greater challenges than ever before in the fast-paced and highly dynamic global environment, which in turn forces organizations to excel and compete to survive in the long term, which requires effective leadership, a clear strategy, supportive plans, and distinguished subordinates who perform their tasks to achieve common goals within the framework of an organizational culture that provides a comprehensive vision of the organization's values, guiding philosophy, goals, and mission. Al Hussein Bin Talal University can respond to environmental challenges and achieve organizational excellence by reading the past and analyzing current events to make correct decisions from a clear future perspective based on the results of analyzing their business environment, the ability to develop strategic alternatives and choose the best among them, and build alternative scenarios in anticipation of any unexpected events. Based on the above, the study problem revolves around the following questions:

1. What is the impact of strategic foresight with its dimensions (environmental scanning, scenario building, strategic integration, and strategic choice) on organizational excellence with its dimensions (leadership excellence, strategy excellence, subordinate excellence, and process excellence) at Al Hussein Bin Talal University.
2. What is the level of relative importance of strategic foresight and its dimensions (environmental scanning, scenario building, strategic integration, and strategic choice) at Al Hussein Bin Talal University.
3. What is the level of relative importance of organizational excellence and its dimensions (leadership excellence, strategy excellence, subordinate excellence, and process excellence) at Al Hussein Bin Talal University.

Study Importance

The importance of the study comes in the following:

- **Scientific importance:** The importance of the scientific study appears in the importance of the variables it addressed, as strategic foresight with its dimensions (environmental scanning,

scenario building, strategic integration, and strategic choice) is considered one of the most prominent concepts that have received the attention of researchers recently due to its importance in exploring the future and insight into potential alternatives that help in choosing a better future, and the concept of organizational excellence with its dimensions (leadership excellence, strategy excellence, subordinate excellence, and process excellence), which enables the survival and continuity of organizations in a changing and complex environment.

The researchers noted after reviewing many previous studies related to strategic foresight and organizational excellence that there is a scarcity of studies that link these two variables, and the researchers hope that this study will be a qualitative addition that enriches the knowledge stock in the Arab library and contributes to reducing the knowledge gap between the two variables.

- **Practical importance:** The importance of the applied study appears in the extent to which managers at Al Hussein Bin Talal University benefit from the results that will be reached to be a scientific guide for these banks to achieve what they seek, and what recommendations they will provide in the field of strategic foresight and organizational excellence and their application on the ground, as well as enhancing awareness of these variables.

Study objectives

This study aims to identify:

1. Identify the impact of strategic foresight with its dimensions (environmental scanning, scenario building, strategic integration, and strategic choice) on organizational excellence with its dimensions (leadership excellence, strategy excellence, subordinate excellence, and process excellence) at Al Hussein Bin Talal University.
2. Identify the level of relative importance of strategic foresight and its dimensions (environmental scanning, scenario building, strategic integration, and strategic choice) at Al Hussein Bin Talal University.
3. Identify the level of relative importance of organizational excellence and its dimensions (leadership excellence, strategy excellence, subordinate excellence, and process excellence) at Al Hussein Bin Talal University.

Theoretical Framework

Strategic Foresight

The term foresight has long been applied to work related to the future, notably in the 1930s by the professor of foresight H. G. Wells (Miles et al., 2016, 9). Foresight is defined as a systematic, participatory, policy-oriented, forward-looking process that aims to involve key stakeholders in all activities of forecasting the future, preparing recommendations, and implementing transformations in the technological, economic, environmental, political, social, and ethical fields (Zgurovsky & Pankratova, 2023, 400). As for strategic foresight, its history dates back to the late 1940s, and it witnessed a golden age in the 1950s thanks to the La Prospective school and the work of Gaston Berger, where many companies invested in strategic foresight units, and it was defined at that time as the ability to deal with unconscious influences and anticipate future developments in a way that helps managers make wise decisions, understand the present, and predict future events (Ltaifa et al., 2024). In the early 1990s, the scope of strategic foresight expanded as researchers began to look at the management process and strategy development rather than the content (Roy, 2009, 4).

Strategic foresight means forming a vision of what an organization can do today to positively impact the future, as informed foresight is not limited to the organization alone, but rather includes examining the actions that the organization can take for the benefit of itself and society (Marcus, 2009, 1).

Strategic foresight is also defined as the organization's ability to know and understand current environmental events and variables and integrate them into strategic plans and decisions, thus enabling the organization to explore and invest in environmental opportunities faster than competitors (Flaih & Chalab, 2022).

Obomeghia and Onuoha (2023) referred to strategic foresight as the ability to establish and maintain an excellent, coherent, and practical future perspective, and to use the resulting insights in practical organizational ways. The goal of strategic foresight is not to predict the future with absolute certainty, but rather to view the future as a predetermined course of events.

Strategic Foresight Dimensions

Many researchers have referred to different dimensions of strategic foresight, as most previous studies agreed on (environmental scanning, strategic integration, and strategic choice) as dimensions of strategic foresight, such as the study of (Ltaifa et al. (2024; Abdo and Saad (2024); Zhang et al. (2023). While there are other studies that addressed other dimensions, such as the study of Al-Ubaidi and Salman (2023), which adopted the dimensions of strategic foresight (environmental scanning capabilities, strategic choice, and integration capabilities). The study of Ali and Laftah (2023) adopted environmental scanning, future vision, scenarios, and restructuring as dimensions of strategic foresight, while the current study adopted the following dimensions of strategic foresight: environmental scanning, scenario building, strategic integration, and strategic choice.

1. Environmental scanning: Environmental scanning describes the management of the external environment of stakeholders in the organization, and refers to the organization's ability to study and manage its internal and external environment, collect information, and use that information as early warning signs of imminent environmental changes and determine its course of action Future (Qahtan & Al Himyari, 2022).

Obomeghia and Onuoha (2023) indicated that every organization contains internal and external environments that require regular scanning to assess progress and understand the variables that can support its performance. Environmental scanning is a technique used to monitor the internal and external environments of the organization. It is one of the first steps in the decision-making process to provide important information by scanning data about events and communications in the organization's external environment. The main goal of environmental scanning is to collect relevant data from the outside world, interpret it, and link it so that decision makers in the organization can infer current and future planning.

2. Scenario building: Scenario building emerged in the 1950s and 1960s. It represents a methodology that uses the inherent human ability to envision the future to better understand the current situation and identify new strategic possibilities (Ramirez & Wilinon, 2016, 1).

Scenarios are a widely used technique, and in the business world their use is often misunderstood. Their purpose is not to predict and anticipate the future, but rather to imagine what might happen next. They are designed to influence the course of events rather than adapt to them. Scenarios are representations of different future situations that help organizations generate options about what to do in the future and choose from among these available options (Marcus, 2009, 1).

Respício et al. (2010, 455) see that in recent decades, scenario building has become a widely used tool, and is a powerful way to think about uncertainty and risk. In the decision-making process, scenarios help decision makers anticipate possible strategies according to different scenarios, and they generally explore a plausible future.

3. Strategic integration: Strategic integration refers to an organization's ability to integrate and coordinate its knowledge base, as well as possess the leadership skills and qualifications necessary for the constructive integration of organizational resources (Flaih & Chalab, 2022).

The success of strategic integration stems from the organization's ability to possess and develop new resources such as integrating existing capabilities and obtaining new knowledge through learning. The success of strategic integration depends on the extent to which managers are able to enhance organizational culture and formal and informal communications, which in turn leads to preserving information and visions of the future and not dispersing them (Mustafa and Jather, 2022). Cheah (2020, 7) believes that strategic integration is the stage in which future alternatives are evaluated, standard visions are clarified, and priorities are determined. This process includes a comprehensive analysis of the scenarios that have been built. Integration is also considered a multifaceted process, as the demands of different stakeholders must be considered sufficiently to ensure that the designed future systems are flexible in the long term. The final result of the integration process is an agreed-upon model for the future that includes the goals that must be achieved within the specified time horizon for the foresight activity.

4. Strategic selection: Strategic selection is the process of evaluating alternatives and identifying the best of them according to criteria based on the results of the environmental scan (Jassim & Al-Kubaisy, 2023). It is represented by choosing the best available strategic alternatives that express the organization's message and strategic goals (Alubadi & Taher, 2021).

Al-Zunfali (2012, 109) indicated that strategic choice depends on scanning and analyzing the organization's internal and external environment, and strategic alternatives are built based on the results of the analysis, addressing weaknesses, benefiting from strengths, facing challenges, and exploiting available opportunities. Zhang et al. (2023) believe that strategic choice is of paramount importance to organizations' ability to remain competitive, and effective strategic choice depends on the organization's sensitivity and reactions to future development opportunities or threats.

Organizational Excellence

The origins of excellence go back to researchers Peter and Waterman, consultants from McKinsey Company, who promoted the concept of a culture of excellence in their book "In

Search of Excellence" in 1982 (Clegg et al., 2022, 142). In the 1990s, excellence became a fundamental focus in the business world, as the most prominent feature of modern management is the pursuit of excellence by meeting quality requirements and achieving fame and good reputation. The main key to organizational excellence is focusing on the quality of the outputs provided by the organization as a strategic choice in a competitive environment, with its commitment to a shared vision, a clear goal, sufficient resources, and effective performance (Khalaf & Hamed, 2022).

Al-Najjar (2014, 27) defines organizational excellence as "the systematic use of the principles of integrated quality management in the organization and its possible functions through flexible management and flexible thinking." According to Daharat et al. (2022) Organizational excellence refers to the efforts made in the organization to create an internal framework of standards, and a process to encourage employees to work at higher levels than expected. Patel et al. (2022) indicated that organizational excellence is the organization's ability to create the opportunity and appropriate atmosphere for employees to motivate, correct and solve problems effectively.

Al-Maliji (2012, 13) defined organizational excellence as continuous excellence in organizational performance and achieving high levels of achievement at all levels, individual, group and the organization as a whole. Nargis (2024) added that organizational excellence reflects the organization's continuous efforts and capabilities to achieve exceptional performance and sustainable results through a comprehensive and integrated approach, including ensuring that all aspects of work from leadership and strategy to employee development and community impact are harmoniously combined to achieve sustainable results.

Mohammed and Al-Zeidi (2022) see organizational excellence as the ability to align and coordinate the organization's resources and operate them in an integrated and interconnected manner to achieve maximum rates of effectiveness in order to achieve output levels that match the needs and expectations of all parties involved in the organization.

Organizational Excellence Dimensions

The dimensions of organizational excellence addressed by previous studies varied and differed. Some studies addressed leadership excellence, human resources excellence, and service excellence as dimensions of organizational excellence (Qasim et al., 2024). Others adopted leadership excellence, human resources excellence, operations excellence, cognitive excellence, and financial excellence as dimensions of organizational excellence (Al-Ubaidi and Salman, 2023). While the study by Altarawneh (2023) used the following dimensions of organizational excellence: leadership excellence, culture excellence, service excellence, organizational structure excellence, customer service excellence, and human resources excellence. The study by Mahmoud and Hussein (2022) addressed leadership excellence, knowledge excellence, strategy excellence, and subordinate excellence as dimensions of organizational excellence, while the current study adopted leadership excellence, strategy excellence, subordinate excellence, process excellence, and organizational culture excellence as dimensions of organizational excellence.

1. Leadership Excellence: Leadership is the ability to influence individuals by communicating with them and directing them towards achieving goals (Karam & Kitana, 2020). Leadership excellence represents the level of the leader's competence in the organization and his ability to provide development opportunities, as well as exploit and invest in organizational opportunities (Altaha & ALhilali, 2020).

El Khoury and Nasrallah (2024, 236) believe that leadership is one of the subjective elements that are closely linked to organizational excellence, and plays a prominent role in achieving it, especially in light of leaders' knowledge of the organization's vision and strategic direction, and the size of external competition that may not necessarily be available to all employees within the organization, in addition to the role that leaders play in encouraging innovative and new thinking to deal with the challenges facing the business environment, which enables finding better solutions to problems.

2. Strategic excellence: The organization's strategy expresses its future directions and how it exploits its human and material resources and capabilities in order to achieve its goals by building a strategy that focuses on the needs of employees, their work, their expectations, facilitating their tasks, and measuring their performance (Altaha & ALhilali, 2020).

Strategic excellence is a real challenge for organizations in determining their position in the market and achieving competitive advantage, which requires providing a strategic plan that identifies the different needs of customers and the competitive strategy, and that it is adaptable to the difficulties facing organizations (Hussin & Oudah, 2023).

Shakhour et al. (2021) indicated that the strategy is the roadmap that helps organizations move towards excellence, and strategic excellence includes many dynamic pillars to make the strategy more vital, by defining the vision, mission, and goals, taking into account the needs and expectations of all stakeholders, choosing a visible goal, integrating the strategic plan with the overall performance system, communicating the plan and goal, implementing the strategy, and publishing action plans, while anticipating the future environment of the organization, reviewing and amending it until the strategy is fully integrated with the organization's culture.

3. Subordinate Excellence: Subordinate excellence refers to the set of skills, behaviors, and high cognitive abilities that employees in organizations possess, which enable them to provide work that exceeds what others provide in terms of quantity and quality, and exceeds the established organizational standards (Hussin & Oudah, 2023). El Khoury and Nasrallah (2024, 236) believe that subordinate excellence means that each employee performs the tasks assigned to him efficiently and effectively to achieve the organization's overall vision, and thus achieve organizational excellence.

Evans (2004, 8) explained that every organization manages its employees and unleashes their latent knowledge and potential, taking into account how to treat and appreciate subordinates, and how to enhance their skills and experiences in a way that makes them feel that they and their contributions are appreciated. Organizations that implement the principles of reaching excellence pay special attention to employee happiness, engagement, learning and development and act as a role model to encourage subordinates to voluntarily

comply with organizational excellence standards with the right leadership style and appropriate organizational culture. Subordinates are the core of adopting and internalizing the excellence model, maintaining a culture of excellence, and achieving the required organizational excellence standards (Shakhour et al., 2021).

4. Process excellence: The process refers to the activity carried out by employees to provide services or products to customers (Ahmed et al., 2023). Process excellence depends on the inspiring strategy with the right mission and vision (Shakhour et al., 2021).

Evans (2004, 9) believes that process excellence is when the organization designs, manages and improves its processes to support its policy and strategy, fully satisfies its customers and other stakeholders and generates increasing value for them. Aql (2015, 56) added that the continuous design and management of processes focuses on the basic activities to achieve strategies and policies.

Relationship between Strategic Foresight and Organizational Excellence

Some researchers have investigated the relationship between strategic foresight and organizational excellence, including the study of Al-Ubaidi and Salman (2023), which aimed to test the impact of strategic foresight in achieving institutional excellence in the Iraqi Ministry of Culture, and concluded that there is a correlation and a statistically significant moral impact of strategic foresight in achieving institutional excellence in the ministry. The study of Altarawneh (2023) also aimed to identify the impact of strategic vigilance on organizational excellence through the mediating role of strategic foresight in Jordanian commercial banks, and concluded that there is a direct and statistically significant impact of strategic vigilance on organizational excellence in the presence of strategic foresight in these banks studied. Meanwhile, the study of Ali and Laftah (2023) concluded that there is a positive and strong correlation between strategic foresight and organizational excellence in Iraqi private commercial banks.

Study Hypotheses

Based on the main question of the study and the sub-questions, the study hypotheses can be determined as follows:

H1: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic foresight with its dimensions (environmental scanning, scenario building, strategic integration, and strategic choice) on organizational excellence at Al Hussein Bin Talal University.

H2: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic foresight on leadership excellence at Al Hussein Bin Talal University.

H3: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic foresight on strategy excellence at Al Hussein Bin Talal University.

H4: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic foresight on subordinate excellence at Al Hussein Bin Talal University.

H5: There is an impact at a significance level ($\alpha \leq 0.05$) of strategic foresight on process excellence at Al Hussein Bin Talal University.

Methodology

Study Sample

The study population consisted of 127 managers at Al-Hussein Bin Talal University in the academic and administrative fields. The researchers distributed an electronic questionnaire prepared for this purpose through a comprehensive survey. After the distribution process, 103 questionnaires were retrieved, all of which were valid for statistical analysis.

Study Measurement

In order to collect the necessary data for this study, a questionnaire was developed based on previous studies and through reviewing the theoretical framework of the concept of strategic foresight and organizational excellence. The questionnaire consisted of two groups of items, the first of which included 20 items to cover the four dimensions of strategic foresight, with 5 items for each dimension, and the second group consisted of 20 items covering the four dimensions of organizational excellence, with 5 items for each dimension.

Results

Table 1 shows the results of descriptive analysis (mean and standard deviation) for the dimensions of the study variables (strategic foresight and organizational excellence). The results indicate that the study data enjoy high internal consistency, as Cronbach's alpha values exceeded 0.70, which is the minimum value that can be accepted for data quality (Sekaran & Bougie, 2016, 290). On the other hand, the mean values reached high levels ranging between 4.35 for the dimensions of leadership excellence and process excellence, and the highest value was 4.47 for the environmental scanning of the five-point Likert scale.

Table 1

Descriptive analysis

Dimension	Items	Alpha	Mean	Std. deviation
Environmental scanning	5	0.91	4.47	0.80
Scenario building	5	0.95	4.44	0.92
Strategic integration	5	0.92	4.45	0.86
Strategic choice	5	0.93	4.41	0.85
Leadership excellence	5	0.93	4.35	0.90
Strategy excellence	5	0.92	4.42	0.84
Subordinate excellence	5	0.94	4.45	0.79
Process excellence	5	0.92	4.35	0.81

The information in Table 2 shows the results of testing the impact of strategic foresight in its dimensions (Environmental scanning, Scenario building, Strategic integration, and Strategic choice) on organizational excellence. To analyze this hypothesis, the multiple linear regression coefficient was used. The results of the analysis showed a significant impact of strategic foresight on organizational excellence, as the value of $R^2=0.88$, which means that 88% of the variance in organizational excellence is due to strategic foresight, and the value of $F=184.16$ at a significance level of 0.00. As for the dimensions of strategic foresight, the results of the analysis indicated that three of them (environmental scanning, scenario building, and strategic choice) had a significant impact on organizational excellence at significance levels of 0.00, 0.03, and 0.00, respectively, while strategic integration did not have a significant impact on organizational excellence.

Table 2

Impact of strategic foresight on organizational excellence

Variable	B	T	Sig.
Environmental scanning	0.26	2.96	0.00
Scenario building	0.18	2.27	0.03
Strategic integration	0.02	0.21	0.84
Strategic choice	0.47	6.11	0.00
R ² =0.88	F=184.16	Sig.=0.00	

Table 3 shows the results of the analysis of hypotheses H2, H3, H4, and H5 using simple linear regression coefficient. The results of the analysis of these hypotheses indicate that there is a significant impact of strategic foresight on leadership excellence with an interpretation value of R²=0.83, on strategy excellence with an interpretation value of R²=0.81, on subordinate excellence with an interpretation value of R²=0.85, and on process excellence with an interpretation value of R²=0.76, at a significance level of 0.00.

Table 3

Impact of strategic foresight on organizational dimensions

Hypothesis	R ²	B	F	Sig.
H2	0.83	1.01	502.30	0.00
H3	0.81	0.93	426.05	0.00
H4	0.85	0.83	271.44	0.00
H5	0.76	0.87	326.07	0.00

Discussion

This study was concerned with testing the impact of strategic foresight on organizational excellence at Al-Hussein Bin Talal University in Jordan. The results of the study indicated that there are high levels of the content of the dimensions of strategic foresight, which indicates that the university administration follows the changes that occur in its environment and selects opportunities that suit its capabilities. It also works to build scenarios to describe its future based on environmental scanning information, benefiting from coordination between the various university departments, which makes its work integrated. This helps the university administration develop goals that are consistent with its vision.

The university's excellence was the result of the excellence of its leadership, which constantly encourages continuous improvement in providing its services and working in a team spirit. In addition, the university has highly professional employees who possess the necessary skills that they acquired through the university administration providing training courses, which enabled them to accomplish their tasks in innovative ways and using the latest types of technology, and according to strategies that balance internal and external environmental conditions.

The results of the study indicated that there is a significant impact of strategic foresight on organizational excellence, which confirms the role of environmental scanning and monitoring all changes occurring in the work environment and preparing for this by building hypothetical scenarios to confront future changes, and coordination and integration by administrative units. All of this is positively reflected in the excellence of the services provided

by the university through the excellence of its leadership and its ability to encourage employees to present creative ideas and transform them into realistic practices in the form of distinguished services.

The results reached by this study can contribute to increasing the awareness of departments in organizations of the importance of paying attention to future trends in the industry in which they operate, which positively reflects on their distinction from other competing organizations.

Recommendations

1. Enhancing strategic choice by developing alternative future plans based on environmental scanning and the participation of all departments within the university, and ensuring that these plans are consistent with the university's vision.
2. Enhancing university management practices to build alternative hypothetical scenarios based on diagnosing strengths and weaknesses in the university's internal environment and opportunities and threats in its external environment.
3. Enhancing the leadership capabilities of managers at the university to encourage employees to motivate employees and increase their motivation to perform their tasks to the fullest, in addition to empowering them by holding them responsible for completing their work.
4. Enhancing the capabilities of university employees to rationalize unnecessary operating costs and use modern technology to complete their work and continuously improve performance methods, which is reflected in providing added value to customers.

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