

Strategic foresight and its impact on achieving organizational proactiveness. Applied research in the General Company for Communications and Informatics / Iraq

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Abstract: The purpose of the research is to show the impact and the relationship between the research variables (strategic foresight, organizational proactivity), as strategic foresight represents an independent variable and consists of dimensions (environmental monitoring, strategic choice, and strength of integration) in achieving organizational proactivity as a dependent variable across its dimensions (proactive behavior of employees, Strategic behavior, orientation towards competitors), the research problem is built with a question that is it possible to achieve organizational proactiveness through the influence generated by strategic foresight? One of the objectives of the research is keenness to deepen understanding of the importance of the keenness of the General Company for Communications and Informatics to move towards a proactive approach in anticipating and achieving the proactive desires of the customer compared to competitors. The tool adopted in analyzing the practical aspect of the research was the Integrated Statistical Packages (SPSS.v20), and the research reached a number of conclusions confirming the existence of a significant effect of strategic foresight in achieving organizational proactiveness, and the researchers recommended the need to make strategic foresight an institutional thought in achieving organizational proactiveness in dealing with environmental variables.

Keywords: strategic foresight, organizational proactiveness, the General Company for Communications and Informatics.

Introduction:

Studies have shown that strategic foresight is one of the effective administrative premises as it provides support to organizations that operate in a highly competitive manner, which leads these organizations to achieve competitive performance that provides them with a proactive character in their field of work as it gives them a state of awareness, analysis, thinking, decision-making and control, in technology and smart information with Focusing on directing its human capabilities to achieve success, and organizational proactiveness constitutes a package of operations performed by the organization towards the environment in order to achieve proactiveness over competitors in moving forward with the aim of identifying opportunities that competitors may not take care of while providing a broad view of the size of the threat to the organization.

Research problem :

The absence of the state of foresight or the limitation of its clear role in the structure of the existing organizational work in the various joints and orientations of the General Company for Communications and Informatics was a main motive for the researcher in investigating the reality of a variable research variables represented by strategic foresight and organizational proactiveness because they constitute the cornerstone in building a coherent institutional performance capable of identifying paths to achieve The objectives of the General Company for Communications and Informatics to support decisions and processes of adaptation to the requirements and challenges of the environment, as well as their impact on institutional performance, and for the purpose of clarifying the research problem, we ask a number of questions as follows:-

- 1- What is the availability of the strategic foresight variable in the General Company for Communications and Informatics?
- 2- What is the availability of the organizational proactive variable in the General Company for Communications and Informatics?
- 3- Do those in charge of the General Company for Communications and Informatics realize the role of strategic foresight and organizational proactiveness?

research assumes

The research was based on two hypotheses, the first to show the correlation relationship and the second to measure the effect relationship, as follows:

The first main hypothesis (H1): there is a significant correlation between strategic foresight and proactiveness

organizational. The following sub-hypotheses derive from it

The first sub-hypothesis: (H1a) There is a significant correlation between environmental monitoring and organizational proactiveness.

Second sub-hypothesis (H1b): There is a significant correlation between strategic choice and organizational proactivity.

The third sub-hypothesis: (H1c) There is a significant correlation between the strength of integration and organizational proactivity.

Second Main Hypothesis (2H)

Strategic foresight positively and morally affects organizational proactiveness. Sub-hypotheses are divided into:

First sub-hypothesis (H2a): Environmental monitoring has a significant effect on organizational proactiveness

Second sub-hypothesis: (H2b) Strategic choice significantly affects organizational proactiveness.

The third sub-hypothesis (H2c): The strength of integration significantly affects organizational proactivity.

The concept of strategic foresight :

Foresight refers to the ability to visualize what will happen and set possibilities for that, in order to allow the opportunity to work to take a specific position or adapt to that position. (Whitehead, 1966:7) because the thinking map espoused by some organizations focuses on the concept of strategic foresight. (Al-Abadi And Hadi, 2019: 75) Therefore, the concept of strategic foresight has two institutional forms, the first is an understanding of the future, and the second is anticipation of what will happen in that future, (Reid & Zyglidopoulos, 2004: 239). Strategic foresight is also defined as the ability to build proactive perspectives that support the visions of the organization and achieve an understanding of them. A broader environment that contributes to building the organization's strategy and determining the scope of its market and what it can offer to that market, (Rohrbeck, 2008:3) and this indicates that strategic foresight accommodates developments at the organizational and competitive levels on the one hand, and technical and social levels on the other hand. (Al-Abadi and Hadi, 2019: 75) Strategic

foresight also represents a synthesis of strategic thinking processes and the state of foresight, which is directed towards developing the future occupied organization analyzes and alternative strategies, based on the available intelligence, vision and basic knowledge residual to create a state of adaptation to the secretions of the environment. (Kurosa, 2016:12) The process of strategic foresight systematically presents a set of possible or desirable future scenarios, the hidden assumptions behind these future paths and their potential consequences for the policies, decisions, and actions that may promote more desirable futures. It also attempts strategic foresight to prevent past experiences from affecting how we think about the future, in the medium or long term (Cook, 2014:532).

Dimensions of strategic foresight

1- Environmental Monitoring:-

In the field of internal monitoring, the first notable study was conducted by Phil Aguilar. Aguilar defines interfacial balance as obtaining information about events and relationships in the company's external environment, which would assist senior management in the task of charting the company's future course of action. (Zhang et.al., 2010: 720), while (Wheelen & Hunger, 2008: 73) that before the organization formulates the strategy, it must monitor the evidence to know the potential opportunities and threats in its external environment and monitor the strengths and weaknesses in its internal environment and monitoring The interface is monitoring, evaluating and collecting information from the external and internal environments of the basic individuals in the organization, and the organization uses this tool to avoid strategic surprises and to ensure the long-term sustainability of the organization. Nima wa Al-Rahim, 236: 2021) Research has found that there is a wave relationship between monitoring evidence and profits. This is the process of collecting, analyzing and distributing information for tactical or strategic purposes (Awifi.et.al, 2017:130).

2- Strategic choice:-

The strategic choice is used to determine the alternative courses of action that are likely to be available to the company over the timeline due to its unique resources, capacity, administrative strength, sources of comparative or competitive advantage, and the time horizon in which it operates, and to determine its position on risks (Wirdle, 2007:19) as described as a visualization of decisions The strategy is largely independent and effective, and the strategy is largely limited to the interaction of the actors exposed to the decisions, and the focus on mutually independent decisions means that the strategy consists of a series of discrete choices, (Rohlinger & Downey, 2008:4), includes business strategy, which includes cost leadership And the differences between products and strategic partnerships that include vertical integration, strategic alliances, mergers and acquisitions, and mentions (Barney & Hesterly, 2012:26)

3- The power of integration

Integration refers to how managers coordinate and integrate knowledge within the organization, and this process includes all internal and external activities alike. Managers usually combine their managerial expertise and functional skills through it to make strategic decisions (Akwel, 2007: 38). It is the activity carried out by the organization to obtain, absorb and develop new resources such as acquisitions or alliances to obtain technology to generate new procedures (Wall et.al, 2010:19)). The development of services and products is rooted in the organization's ability to achieve integration between both internal and external knowledge. (Nima and Al-Rahim, 2021:235).

The concept of organizational proactiveness :-

Organizational pro-activeness refers to always acting before a change in the environment issue to directly affect the organization. It includes rapid response for the purposes of anticipation and real change of reality towards desired goals. (Erkutlu, 2012:105) It also reflects the state of the organization's readiness and ability to anticipate developments and changing events to be the first mover in comparison with competitors and represents a reflection of the strategic direction of the organization's anticipation of the needs and desires of the future and acting on them with the intention of gaining a foothold in the market enables the organization to be distinguished in the eyes of customers and achieve their desired

goals. (Hamdan et al., 58:2013) It is also the organization's tendency to be the first movers in the market and its orientation towards competitors and showing competitive aggressiveness with a focus on satisfying the organization's customers in the main. (Al-Sahlan and Abdel, 2019: 62) because it represents the effectiveness of the organization and its keenness on innovation, renewal and adoption of unique initiatives by looking to a new industry or new opportunities or markets so that the organization will be the first in the market. (Gallab, 2014: 26) because they are behaviors that try to improve the current conditions or create new conditions. Organizational proactivity involves challenging the status quo instead of negatively adapting to the current conditions (Varela-Neira et al, 2018: 662). It is also described as those behaviors that aim to control the organization's internal environment and bring about change in it for the purpose of searching for opportunities and looking forward to providing new products and services. To be ahead of competitors, (Heifetz & Linsky, 2019:64).

Dimensions of organizational proactiveness:-

1- Proactive behavior:

Proactive traits and behaviors show the complementary tendencies and actions that individuals take in order to shape themselves and their environments (Thomas et al, 2010: 276) Proactive behavior is a self-directed, future-focused action in the organization, in which the individual aims to bring about change, including change in Situation (eg, introduction of new ways of working, influencing organizational strategy) and/or change within oneself (eg, learning new skills to deal with future demands) (Bindl, 2010:25) Proactive behavior involves adding to the organization. Proactive employee He performs his duties in the form of perceived value for work and results, and then better than others (Lee et al, 2017:6) and takes responsibility (Jie & Kim, 2009:3). One of the characteristics of proactive behavior is that it is purposeful, futuristic, self-ambitious, ambitious, seeking change for the better. , solving problems and working to prevent them from recurring. (Griffin et al, 2007:335) and that the organizations' adoption of proactive behavior makes them go towards the active search for expected opportunities to introduce new products to obtain the advantages of the first mover to the market, and to achieve great comforts due to the absence of competitors that may force the organization to Reducing prices (Al-Sahlan and Abd, 2019: 64)

2- Strategic behavior:

Strategic behavior is the behavioral context of strategic thinking. It is important in transforming strategic thinking into reality. It is characterized by a high degree of complexity and uncertainty in light of decision-making in a dynamic and uncertain future (Jourdan et al, 2017:241). Strategic decisions may also involve Significant changes to the organization that may require decisions to plan, make and implement changes, strategic behavior can be described as the assessment of environmental threats and opportunities to enhance long-term prospects (Corsino et al., 2019:1043). (Mintzberg, 1977:6) emphasized that the strategic behavior is the organization's movements and its response to what is happening in the external environment and what it requires of evoking the strengths and weaknesses of the organization, which are those actions that stem from within the individual within his position and be under the umbrella of environmental, psychological and social influences through the intertwining of influences Cognitive, emotional and organizational, which will lead to offensive, defensive or alliance behaviors, based on the environmental situation as well as according to the outlook on the future (Grundy, 2000:93)

3- Orientation towards competitors

In order for the organization to be proactive in a competitive market and a rapidly changing environment, it must first of all know its competitors fully, whether current or potential competitors, so that it can determine its future steps that guarantee it a competitive lead in the industry (Yun-Zhou & Bing, 2012:101 The orientation towards the opponents is one of the most important strategic directions for organizations that suffer from competitive pressures and the dynamic environment, as it is known as understanding and responding to the strategies of the advocates (Armstrong, 2011:46), and some

researchers added that there are two main directions for proactive organizations are the orientation towards customers, which refers to The organization focuses on analyzing the needs and desires of customers, while the competitor-oriented organizations (which is the other approach) focus on matching the marketing initiatives of their competitors and trying to overcome them to ensure a stronger footing in the market (Zhou et al, 2007:317). Because closely monitoring the trend of competitors, and taking into account their strength and weakness factors in comparison with the organization in the short term and long-term competencies, to understand the tactics of competitors (Mueller et al, 2001:8).

The practical side:-

Correlation test:-

The first main hypothesis:

This hypothesis states that there is a positive correlation between strategic foresight and its dimensions and organizational proactiveness, and it was as in Table (1)

Table (1) Correlation coefficient between the dimensions of strategic foresight and organizational proactiveness.

No		organizational proactive	
		correlation	significant
1	environmental monitoring		0
2	strategic choice		0
3	The power of integration		0
4	total link		0

According to Table (1), the hypotheses are tested as follows:

1. The first sub-hypothesis: This hypothesis stated that there is a positive significant correlation relationship between environmental monitoring and organizational proactiveness, according to Table (1). It shows that there is a positive correlation that amounted to (0.32) and a significant significance of (0.000), which is smaller than the level of The default significance is (0.05), and therefore the research hypothesis is accepted

2. The second sub-hypothesis: This hypothesis stated that there is a positive significant correlation relationship between strategic choice and organizational proactiveness according to Table (1). It shows that, there is a positive correlation relationship that has reached (0.83) and has significant significance estimated at (0.000), which is smaller than the level of The default significance is (0.05), and therefore the research hypothesis is accepted

3. The third sub-hypothesis: This hypothesis states that there is a significant correlation relationship Positive between the strength of integration and organizational proactiveness, according to Table (1), which shows that there is a positive correlation relationship that has reached (0.74) and is significant with the level of morality (0.000), which is smaller than the hypothetical level of morality (0.05), and therefore the research hypothesis is accepted.

Impact relationship test

Table (2) shows the coefficients of the relationship of the effect of strategic foresight on organizational proactiveness.

5. The first main hypothesis: This hypothesis states that there is a significant correlation relationship Positive between strategic foresight and organizational proactiveness, according to Table (1). It shows that there is a positive correlation relationship that has reached (0.84), and it has a significant significance at a moral level of

(0.000), which is smaller than the hypothetical level of significance (0.05), and therefore the research hypothesis is accepted.

Table (2) shows that strategic foresight has a positive impact on organizational proactivity by (0.74),

independent variable	organizational proactive				
	coefficient of determination β	value.T	coefficient of determination R^2 .	value.F	significant
strategic foresight	0.74	23.07	0.55	88.04	0.000

because the achieved level of morale is less than the hypothetical level of morale (0.05), so strategic foresight explains the discrepancy in organizational proactiveness, as the coefficient of determination reached (R^2) (0.55) The size of the interpretation is significant based on the calculated f value of (88.04), which is greater than the tabular f value of (3.84), and therefore the research hypothesis is accepted.

Table (3) shows the coefficients of the relationship effect of the dimensions of strategic foresight in organizational proactiveness

Dimensions of the independent variable	organizational proactive				
	coefficient of determination β	value.T	coefficient of determination R^2 .	value.F	significant
environmental monitoring	0.26	3.733	0.69	139.2	0.000
strategic choice	0.74	13.813			0.000
The power of integration	0.66	11.582			0.000

It is noted from Table (3) that the dimensions of strategic foresight are explained by the discrepancy in organizational proactiveness, as the determination coefficient (R^2) reached (0.69), which is a significant explanation compared to the calculated (f) value of (139.2) which is greater than the tabular (f) value of (2.37), As for the sub-hypotheses test, it is as follows:

The first sub-hypothesis: This hypothesis stated that there is a significant effect of environmental monitoring on organizational proactiveness. The default significance is (0.05), and therefore the research hypothesis is accepted.

The second sub-hypothesis: This hypothesis stated that there is a significant effect of strategic choice on organizational proactiveness. The hypothetical level of significance is (0.05), and therefore the research hypothesis is accepted.

The third sub-hypothesis: This hypothesis stated that there is an impact relationship for the strength of integration, the third dimensions of strategic foresight, in organizational proactiveness. It is less than the hypothetical level of significance (0.05), and therefore the research hypothesis is accepted.

Conclusions:

The research reached a number of conclusions that can be stated as follows:

- 1- The research concluded that the General Company for Communications and Informatics is working hard to direct the efforts of its employees to work to foresee the future and maintain the performance of their company.
- 2- The statistical indicators showed that the strategic choice had the greatest impact in achieving organizational proactiveness compared to the other dimensions, followed by the second degree after the strength of integration, and this indicates the presence of an impact for these two dimensions in the environment of the researched organization.
- 3- The results indicate that strategic foresight enables the General Company for Communications and Informatics to assimilate the competitors and understand the work rules by which they perform their work, which pushes the research organization to achieve proactiveness in its work.
- 4- The results show that strategic foresight enhances the organizational proactiveness in the General Company for Communications and Informatics, because the response tendency towards agreement is great in the research sample, and this confirms the homogeneity of their answers and their understanding of the intellectual content of strategic foresight.

Recommendations:

- 1 - The research recommends making the research variables strategic foresight and organizational proactiveness an organizational thought in the General Company for Communications and Informatics to support its position in the field of its business because the competitive modernity is the most dominant feature in its business environment.
- 2- Addressing the decline in environmental monitoring operations in comparison with other dimensions, because environmental monitoring can in the General Company for Communications and Informatics contain the changes taking place in the environment in order to avoid shocks that may be exposed to it.
- 3- Working on investing the proactive organizational philosophy and concepts in the General Company for Communications and Informatics to provide the services that customers need in the field of communications and informatics. compared to competitors.
- 4- Conducting specialized training programs for the employees of the General Company for Communications and Informatics so that they can understand the rules of the game, in order to generate a stream of foresight and proactiveness in accomplishing the tasks entrusted to them.

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