

Strategic Foresight and Its Role in Enhancing Organizational Vitality An Analytical Study of the Opinions of a Sample of Administrative Leaders in the General Directorate of Education in Maysan Governorate

Hussein Mohammed Aboud¹, Dr. Ameerh Hatif Haddawi²

^{1,2} Al-Furat Al-Awsat Technical University (Technical Administrative College/Kufa, Department of Business Administration Technologies, 54003, Iraq)

¹ husseinmhammed093@gmail.com

² amira.hataf@atu.edu.iq

Abstract. *The objective of this investigation is to ascertain the function of strategic foresight in the improvement of organisational vitality and to ascertain the degree of interest that the institution under investigation has in this approach. Strategic foresight was examined as an independent variable. Its dimensions are as follows: (environmental scanning capabilities, strategic choice capabilities, and integration capabilities), and organizational vitality is the dependent variable with its dimensions (learning, creativity, flexibility, entrepreneurship).*

A survey was performed to gather the opinions of a sample of administrative officials at the directorate headquarters and its districts, selecting the Directorate of Education in Maysan as the focus for the applied element of the study. The study employed a questionnaire to collect the necessary information and data. The questionnaire was disseminated to several administrative leaders within the agency, as previously mentioned, with a total of 105 Administrative leaders out of a total of 120 Administrative leaders. (98) A representation rate of (92.94%) was achieved in the retrieval of valid questionnaires for statistical analysis. The correlation and influence relationships between the variables were investigated through the testing of two fundamental hypotheses. The data was tested and the results were analysed using statistical programs (SPSS.V.28) and (smart).

The study identified a series of conclusions, the most significant of which was that the administrative executives of the institution under investigation were interested in strategic choice at the overall level.

Keywords: *strategic choice capabilities, environmental scanning capabilities, integration capabilities*

1. INTRODUCTION

The fast changes occurring in many spheres nowadays call for institutions—including educational ones—to adapt to guarantee their continuity and success. In this framework, one of the basic ideas that enables organizations to reach this aim becomes organizational life.

Organizational vitality is the capacity of an institution to enhance its internal capabilities and competencies, thereby enabling adaptation, renewal, and response to environmental changes. Education directors who deal with major obstacles in view of the fast changes in the field of education—that is, technical innovations, changing labor market needs, and growing competition among educational institutions—must have organizational vitality.

Education directorates must use a strategic approach based on strategic foresight—that is, their capacity to perceive and evaluate the external environment, find opportunities and challenges, and



create suitable strategic plans—if they are to attain organizational life. After reviewing earlier studies and proposing a set of ideas that clarified the relationship between strategic foresight and organisational vitality, the researcher was able to formulate the current research challenge. From the current study, concerns arose about the link between study variables in the General Directorate of Education in Maysan Governorate. This study seeks to answer several questions by analysing a set of data and facts and determining the relationship between the variables. Based on the statistical analysis, this study made recommendations and clarified the research variables' relationship.

• **The Study Problem and Questions**

The Maysan Education Directorate's interest in achieving organizational vitality is one of the most important topics at present and a focus of interest for many organizations, particularly educational ones. Organizations must work effectively and strategically to enhance organizational vitality. The adoption of strategic foresight represents the problem of the current study as a means to improve organizational vitality in business organizations. From the above, the study's situation can be clarified by posing the following main question: "What is the role of strategic foresight in enhancing organizational vitality in the Maysan Education Directorate?" In order to delve into the basic content of the problem, which stems from some cognitive concepts related to the study variables, a set of sub-questions emerge from the main question, which expresses the problem of the current study, as shown below:

- 1- What is the level of implementation of strategic foresight in the Maysan Education Directorate?
- 2- What is the level of organizational vitality achieved by the Maysan Education Directorate?
- 3- What is the role of environmental scanning capabilities in enhancing organizational vitality in the Maysan Education Directorate?
- 4- Do strategic choice capabilities play a role in the organization under study for the purpose of achieving organizational vitality?
- 5- What is the role of integration capabilities in enhancing organizational vitality in the Maysan Education Directorate?

• **"Importance of the Study"**

The following elements can be used to elucidate the significance of the study:

- 1- The research sample represents an elite group of administrative leaders working in the Maysan Education Directorate, as they represent the administrative leadership that leads this institution.
- 2- Employing strategic foresight mechanisms in the organization under study to enhance organizational vitality.
- 3- The importance of strategic foresight aligns with recent administrative developments, as these changes are no longer limited to the private sector but have now extended to include the public sector as well.
- 4- The proposed vision in this study may benefit decision-makers at educational institutions in implementing strategic foresight.



• **Study Objectives**

This study aims to highlight the role of strategic foresight in enhancing organizational vitality and to diagnose and analyze the relationship and impact between strategic foresight and organizational vitality. The main objective emanates from the following set of sub-objectives:

1. To demonstrate the level of implementation of strategic foresight in the Maysan Education Directorate.
2. To investigate the level of organizational vitality achieved in the Maysan Education Directorate.
3. To uncover the nature of the connection between strategic planning and the health of an organisation.
4. To determine how strategic foresight may boost the energy of an organisation.
5. To assess the extent to which the study community benefits from and develops its work through the application of the study variables.

• **Justifications for the Study**

Several reasons prompted the researcher to choose the topic of the current study, the most important of which are:

1. There is a scarcity of previous studies on the two study variables.
2. The current study examines the two study variables in an educational setting.
3. Educational institutions face many challenges and problems that are difficult to deal with using traditional methods and approaches. Therefore, strategic foresight must be used, as emphasized, as it helps leaders identify weaknesses that may be critical for them in setting their policies, which could affect the organization's performance in the future and cause negative and bad situations.

• **Hypothetical Study Plan**

The hypothetical study plan was designed to clarify the mechanism of interrelationship between:

- The first component of the study plan (the independent variable) represents strategic foresight in its three dimensions (strategic choice capabilities , environmental scanning capabilities, and integration capabilities), according to the scale (Paliokaitè et al., 2014).
- The second component of the study plan (the dependent variable) represents organizational vitality in its four dimensions (creativity, learning, flexibility, and entrepreneurship). It was based on the scale (Bishwas & Sushil, 2016).

Figure (1) below shows Explains the hypothetical outline of the study:
The hypothetical outline of the thesis

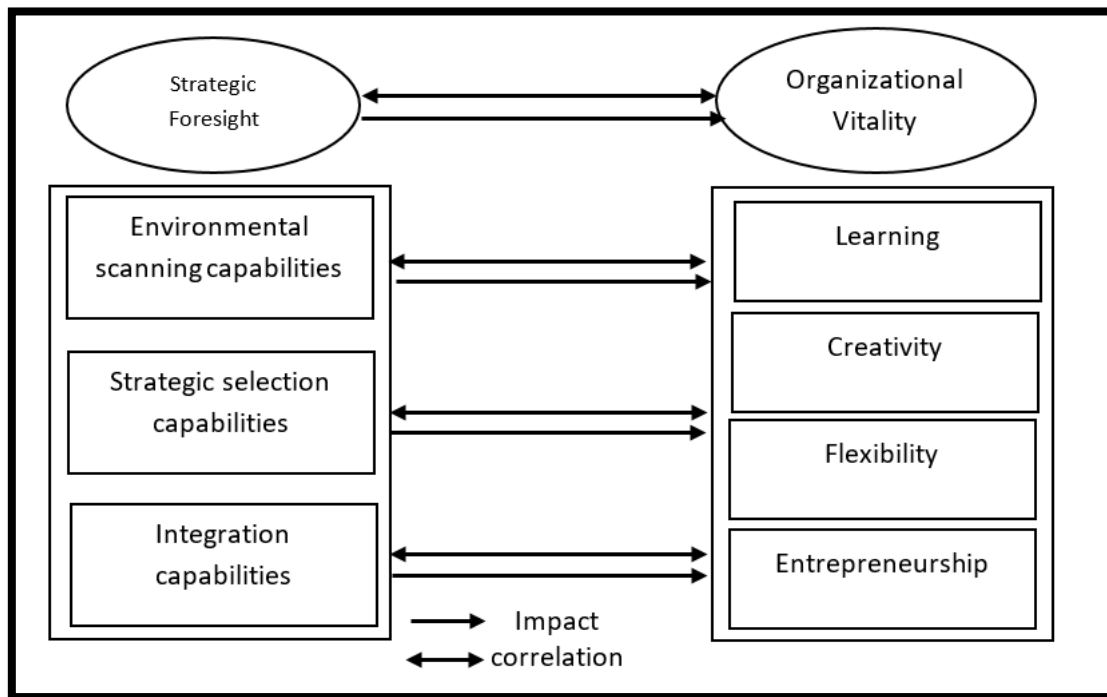


Fig.1. Hypothetical Study Plan

Source: Prepared by the researcher based on sources and literature

• **Study Hypotheses:**

In line with the data and requirements of the study, and with the aim of answering its questions, hypotheses were formulated according to the problem, plan, and objectives of the study, as follows: - Main Hypothesis H: "There is no statistically significant effect of strategic foresight and its sub-dimensions on organizational vitality at the level of the Maysan Education Directorate" (the study sample). A set of sub-hypotheses emerge from this hypothesis, as follows:

- "First Sub-Hypothesis" H11: Environmental scanning capabilities do not significantly affect organizational vitality.
- Second Sub-Hypothesis H12: Strategic choice capabilities do not significantly affect organizational vitality.
- Third Sub-Hypothesis H13: Integration capabilities do not significantly affect organizational vitality.

• **Study Limits:**

The study limits were represented by the following:

- 1- Spatial Limits: The General Directorate of Education in Maysan Governorate was selected to conduct the fieldwork for the current study.
- 2- Cognitive Boundaries: This included the cognitive boundaries specific to the study variables (strategic foresight, organizational vitality) and their sub-dimensions.
- 3- Human Boundaries: The human boundaries specific to the study included department directors, their assistants, and directors.



Research Scale Coding, Normal Distribution, and Reliability of the Scale

The study scale was coded in order as shown in Table (1) below, in order to streamline data processing in SPSS and SMARTPLS V4.0.8.4.

Table 1. Coding of Study Variables

"variable"	"Dimension"	"The symbol"	"Number of questions"	"Skewness"	"Kurtosis"	"Cronbach's alpha value"
Strategic Foresight	Environmental scanning capabilities	X	5	-1.256-	.099	0.800
	Strategic selection capabilities		5	-1.554-	1.651	0.875
	Integration capabilities		5	-1.176-	-.098-	0.806
Organizational Vitality	Learning	Y	5	-1.443-	-.910-	0.816
	Creativity		5	-.754-	1.419	0.852
	Flexibility		5	-.790-	.561	0.758
	Entrepreneurship		5	-1.198-	1.432	0.734

Source: Prepared by the researcher.

The data was found to follow a normal distribution, as indicated in the table above, when the two research variables (strategic foresight and organisational vitality) and their dimensions were examined. To go farther with the statistics, we need to employ parametric methods.

Higher scores indicate more dependability when evaluating the scale's reliability, which ranges from 0 to 1. In management and behavioural research, a Cronbach's alpha coefficient greater than 70% is deemed adequate for assessing dependability (Nunnally & Bernstein, 1994). As you can see from the table above, all of the scales performed adequately throughout testing, both alone and as a whole.

By considering the study variables and dimensions, the Cronbach's alpha coefficient values ranged from 0.734 to 0.852, suggesting that the instrument may consistently produce consistent results when administered to the same sample at different times.

2. LITERATURE REVIEW [1].

2.1. Strategic Foresight

2.1.1. Strategic Foresight Concept

Strategic foresight is a methodical, organized approach to questioning and investigating implicit assumptions and concepts regarding the future in order to better predict and prepare for change. We subsequently apply these insights to make more informed judgements and take action immediately [1]. It is the systematic endeavor to examine the distant future of science, technology, economy, and society in order to identify strategic research areas and emergent general technologies that are likely to generate the most significant economic and social benefits [2].

In order to more effectively plan and make decisions in an uncertain future, strategic foresight has been suggested as a solution to these challenges. Options in an uncertain future are examined through this structured process [3]. By allocating time and methods to anxiety, strategic foresight is an effective method for overcoming it in a productive and secure psychological space. The primary responsibility of leadership is to establish a preferred future for the organization and its vision through actions, culture, and strategy, which is why the foresight of the organization and leadership are interconnected. This typically entails a sense of imbalance and transformation [4].

2.1.2. Dimensions of strategic foresight

The researcher obtained a variety of perspectives from researchers and writers regarding the dimensions of strategic foresight by examining a variety of previous literature. However, the majority of them are centred on three fundamental dimensions that are the foundation of the foresight process: "environmental scanning capabilities, strategic choice capabilities, and integration capabilities." Consequently, the present investigation will depend on these three dimensions, as they are suitable for the field of study, as indicated by the scale. [5], [6], [7].

2.1.2.2. Environmental scanning capabilities

Environmental scanning is the first step to identifying the extent of compatibility and harmony between the organization's strategy and the external environment in light of revealing the important trends, events, and changes that occur outside it [8]. Environmental scanning involves methodical assessment of the external and internal environment to identify important forces, technologies, and locations of major rivals and organize transformation processes. Coverage time horizons often determine scanning scope [9].

2.1.2.3. Strategic choice capabilities

Strategic selection capabilities represent the criteria that an organization provides for sustainability: financial impact, product cycle time, quality enhancement, risk reduction, and sustainability [10]. Strategic choice is the third logical element in the strategy formulation process and is considered the essence of strategy formulation. This process entails knowing the nature of the expectations of stakeholders, spotting suitable alternatives, and subsequently assessing and choosing the optimal strategic direction of action [11].

2.1.2.3. Integration capabilities

Integration capabilities represent the organization's collective ability to analyze and synthesize knowledge that comes from outside or accumulated within the organization by drawing on its expertise [12]. Integration capabilities are one of the strategies that organizations use to improve their organizational performance [13]. Capabilities also refer to how managers integrate and coordinate knowledge within the organization by organizing and coordinating its external activities (such as technological cooperation with companies and the relationship of the beneficiary with the organization) and its internal activities [14].



2.2. Organizational Vitality

2.2.1. The concept of organizational vitality

The idea of vitality is not at all new, and its use or meaning has changed over time. As medical science views vitality in terms of a person's physical health, vitality has been controversial, especially in the early twentieth century [15]. In the past two decades, studies on happiness have seen significant growth since 2000. The variables of vitality, hope for the future, joy, and satisfaction of community members have been considered key factors in determining the development of countries [16].

Therefore, organizational vitality is a commendable concept in the management of human organizations. A vital organization is associated with strength, energy, and resources appropriate to operate and remain competitive in the industries of its choice [17]. From a marketing perspective, in other words, vitality is the sustainable ability to improve the brand and reposition it in the minds of its customers to continue its patronage [18].

The researcher observed a discrepancy in the perspectives of writers and researchers regarding a unitary and agreed-upon definition as a result of reviewing the previous literature., as it was defined as one of the strategic requirements for the success of any organization in the long term, as the organization cannot be considered successful in the absence of satisfaction and happiness, especially since happiness is the best indicator of the quality of life[19]. It is also known as the sustainable ability to improve the brand and reposition it in the minds of its customers to continue its patronage. [18].

Based on the previous definitions and through reviewing the literature, the researcher believes that organizational vitality is the organizational energy that enables the organization to survive, grow, prosper, and compete in the turbulent and changing business environment and achieve sustainable competitive advantage.

2.2.2. Dimensions of organizational vitality

After reading the earlier studies, the researcher noted that researchers and authors cannot agree on the criteria to gauge organizational vitality. This may be attributable to the topic's novelty and the absence of studies and research that have addressed it. Consequently, the researcher will rely on the current research on an integrated scale that encompasses all facets of organizational vitality, as determined by the scale [20] [21] [18]. This scale comprises evaluation paragraphs that address (Learning, Creativity, Flexibility, and Entrepreneurship). These paragraphs offer a thorough assessment from the researcher's perspective, in addition to their appropriateness for the practical application of this study.

2.2.2.1. Learning

Learning refers to the skills and knowledge that individuals have in a particular field or subject and is often used to support top-down decisions, provide advice, and make recommendations [22]. An organization that focuses on the aspects of learning, survival, growth, and performance is expected to be more vibrant than others [20].



2.2.2.2. Creativity

Much attention has been paid to the increasing environmental dynamism that has sparked intense competition among organizations. Competing in these conditions requires the company to be able to meet market needs through tremendous creativity [18]. Creativity and innovation are other important processes of vitality. Accordingly, creativity and innovation are the keys to the successful operation of organizations, as the nature of creative work and the application of creative power led to higher levels of vitality [20].

2.2.2.3. Flexibility

After defining its mission and aims, an organization enters a period of rapid growth and activity focused on a particular project or effort. Rapid expansion in this period necessitates a committed leader who can secure resources, promote the organization, and engage with members, the general public, and other organizations. As a result, there is generally an ample and continuous flow of resources to support the activity.[22]. Flexibility is also defined as the ability of an organization to use its resources and capabilities effectively to respond or adapt, in a timely and reversible manner, to environmental changes through a process of continuous learning [24].

The organization can adopt rapid growth, managing environmental changes is the primary problem of any organization in the contemporary knowledge era. Globalization, swift technology advancements, and intense rivalry have presented challenges regarding survival, growth, and performance for the organization. Organizations with high vitality effectively address these challenges and achieve long-term success relative to their counterparts.

2.2.2.4. Entrepreneurship

Entrepreneurship is an important topic in business research but also impacts other fields such as education, arts, engineering, and strategy. It is one of the most popular and cited definitions [26]. Entrepreneurship is based on opportunities. Any entrepreneurial initiative stems from a feeling that there is a real market opportunity for the product or service that a new company may offer. The market opportunity is, basically, the source of entrepreneurship [27]. Entrepreneurship also includes different aspects, such as innovation, business development, risk, growth, and scalability [28].

3. MATERIALS AND METHODS

3.1. MATERIALS

The descriptive analytical approach" was employed in the present study to acquire the requisite information and data regarding its variables. The requisite instruments and methods were employed. The theoretical framework of the study was constructed by the researcher through the examination of a variety of sources, including master's and doctoral theses, research, books, and periodicals, as well as the information available on the Internet. The questionnaire form was the primary instrument used by the researcher to collect data related to testing the study hypotheses and achieving its objectives in the practical aspect. This was done after the form was presented to a



number of expert referees in the field. It comprised thirty-five paragraphs. (15) paragraphs pertain to the independent variable, strategic foresight, and (20) paragraphs pertain to the dependent variable, organizational vitality. The researcher conducted personal interviews with a number of administrative leaders in the institution during a field visit to the institution under study, as previously mentioned. This added practical value to the survey by accurately capturing data and diagnosing the problem.

For the purpose of obtaining accurate and trustworthy results that are in line with the objectives of the study, the researcher undertook the necessary statistical analyses. In order to analyze the questionnaire data, the researcher utilized SPSS version 28 and Smart programs.

3.2. METHODS

Validity and accuracy of the results and the testing of the study hypotheses are significantly influenced by the selection of the appropriate application location for the study and the establishment of the research community. Consequently, the Maysan Education Directorate was selected as the application to conduct the research in an authentic setting within the Iraqi public sector. The selection of this directorate was based on the significance of fostering organisational vitality in a public institution that offers educational and educational services to a diverse range of societal segments. It is an ideal setting for investigating the role of strategic foresight in the improvement of organisational vitality, as it is a government institution that plays a significant role in the lives of citizens. Administrative administrators employed in the directorate headquarters and its districts comprised the study sample. This category of leaders was selected due to the significant significance of their place of employment, which grants them a significant and influential role in the promotion of vitality by virtue of their direct responsibilities for the implementation of fundamental operations. The directorate site in question has a total of 120 administrative leaders.

Thompson (2012) provided the following equation for determining the appropriate sample size for the study: [29]

$$n = \frac{N \times p(1 - p)}{\left[\left[N - 1 \times \left(d^2 \div z^2 \right) \right] + p(1 - p) \right] , ,}$$

3. RESULTS AND DISCUSSION

3.1. RESULTS

3.1.1. Descriptive Analysis of Study Variables

In this part, we stated the study's findings by looking at the preferences and opinions of the study's sample of employees (from the studied directorate) and finding out how much agreement there was on how well the items on the measuring tool matched their attitudes. Mathematical means, standard deviations, relative importance, coefficients of variation, levels of response, and directions of response were the descriptive statistical analyses that were used to do this. Obtaining the maximum level of relative importance informed the comparison and dimensions. This level of relevance reflects



the availability, practice, interest, and homogeneity of the primary variables and dimensions by the directorate under research.

1. Descriptive Analysis of the Strategic Foresight Variable

In general, the table below summarizes the results for the strategic foresight variable. It achieved an overall mean of (3.618) with a standard deviation of (0.849), achieving a relative importance of (23.5%). The results indicate that the level of interest of the directorate studied in strategic foresight was average. Regarding the dimensions, they all revolved on agreement; so, (strategic choice capabilities) came first in the order since they produced the best values. On the other hand, as environmental scanning features got the lowest values, came second.

Table 2. Summary of descriptive" indicators for the dimensions of the strategic foresight variable

No.	Answer Level	relative importance	Answer direction	S.D	Mean	Dimensions of the strategic foresight variable
1	High	69.8%	Agreed	0.824	3.492	Environmental scanning capabilities
2	High	75.6%	Agreed	0.862	3.782	Strategic choice capabilities
3	High	71.6%	Agreed	0.86	3.58	Integration capabilities
4	High	72.4%	Agreed	0.849	3.618	the strategic foresight

"Source: SPSS V.28 output"

2- Descriptive Analysis of the Organizational Vitality Variable

Below is a table that provides a general summary of the organisational vitality variable's outcomes. Its relative relevance was 71.6%, and its standard deviation was 0.800, with a mean of 3.581. According to the findings, the directorate that was studied had a high level of availability for organisational vitality behaviours. Of the factors that were considered, agreement was the most important, with flexibility ranking highest due to its high values and strategic alignment ranking lowest due to its low values.

Table 3. Summary of descriptive" indicators for the dimensions of the organizational vitality variable

No.	Answer Level	relative importance	Answer direction	S.D	Mean	Dimensions of organizational vitality
1	High	72.4%	Agreed	0.895	3.62	Learning
2	High	71.8%	Agreed	0.707	3.59	Creativity
3	High	75.0%	Agreed	0.882	3.75	Flexibility
4	High	71.2%	Agreed	0.647	3.562	Entrepreneurship
	High	72.6%	Agreed	0.783	3.631	organizational vitality

"Source: SPSS V.28 output"

3.1.2. Testing the main hypothesis

H2 is the null hypothesis, which means that strategic foresight does not significantly affect the dependent variable (organizational vitality). A structural model was constructed to test this hypothesis.



Table 5. Results of evaluating the main hypothesis model.

hypothesis	"Path"	"VIF"	""Path" coefficient"	t Value	"p Value"	Result	f ²	"R2"	"Adjusted "R2""	Q ²
H2	Strategic Foresight -> Organizational Vitality	1	0.883	112.753	0.000	""Reject the null hypothesis" and accept the alternative hypothesis"	0.331	0.801	0.811	0.51

"Source: The researcher's analysis of the outputs of the statistical program SMARTPLS V4.0.8.4"

Table (5) presents the findings from the evaluation of the structural model concerning the primary hypothesis. The analysis revealed that the ""Path" coefficient" (effect) attained a value of (0.883), which is deemed significant when the (t) value surpasses 1.96, and the (P) value remains below 0.05, in accordance with the guidelines established by Hair et al. (2017). Consequently, the null hypothesis was dismissed, and the alternative hypothesis was affirmed.

The findings indicated that the adjusted coefficient of determination achieved a value of 0.811., indicating that the variable (strategic foresight) was able to explain the dependent variable (organizational vitality) by (0.811), with the remaining percentage being other factors not addressed in the study. Based on the above results, the hypothesis that states: "There is no significant influence of the independent variable (strategic foresight) on the dependent variable (organizational vitality) will be rejected."

Evaluating the Sub-Hypothesis of the Principal Hypothesis

The subsequent sub-hypotheses of the principal hypothesis are as follows:

- 1- "Organizational vitality is not substantially affected by environmental scanning." The table below demonstrates the significant relationship between organizational vitality and ecological monitoring. At a significant level of 0.000, "the influence coefficient between "the variables were 0.676. This requires the dismissal "of the null hypothesis " and the endorsement "of the alternative hypothesis ".
- 2- "There is no significant correlation between" strategic decision and organizational vitality: The table below illustrates a considerable correlation between strategic choice and organizational vitality. At a significant level of 0.000, "the influence coefficient between "the variables" was 0.454. This requires the dismissal "of the null hypothesis " and the endorsement "of the alternative hypothesis ".
- 3- "Organizational vitality is not substantially affected by integration." The table below demonstrates the significant relationship between organizational vitality and integration. At a significance level of 0.000, the correlation coefficient was 0.380. This requires the dismissal "of the null hypothesis " and the endorsement "of the alternative hypothesis ".



Table 6. Outcomes of assessing the model of sub-hypotheses pertaining to the primary hypothesis

"Path"	"VIF"	"Path" coefficient"	t Value	"p Value"	Result	f ²	"R2"	"Adjusted "R2""
Environmental Scanning - Organizational Vitality	1.32	0.676	72.279	0.00	"Reject the null hypothesis"	0.194	0.541	0.534
Strategic Choice - Organizational Vitality	1.61	0.454	41.21	0.00	Accept the null hypothesis	0.171		
Integration - Organizational Vitality	1.86	0.380	34.65	0.00	"Reject the null hypothesis"	0.164		

"Source: The researcher's analysis of the outputs of the statistical program SMARTPLS V4.0.8.4"

3.2. DISCUSSION

Evaluation of the structural model for the main hypothesis's sub-hypotheses yielded substantial "Path" coefficients, as shown in the table above. According to the criteria (Hair et al., 2017), a t-value greater than 1.96 and a "p Value" less than 0.05 are considered significant. The null hypotheses (H2-1, H2-2, and H2-3) were rejected while the alternative hypotheses (H2-3) were accepted, as shown in the table above. Additionally, the results demonstrated that the modified coefficient of determination reached (0.534), which means that the dimensions of the independent variable (strategic foresight) provided a percentage explanation for the dependent variable (organisational vitality) of (0.534). On the other hand, considerations outside the scope of the research account for the remaining 20%. "The null hypotheses (H2-1, H2-2, and H2-3) will be rejected in light of the aforementioned results".

5. CONCLUSIONS AND RECOMMENDATIONS

"One can compile these findings in the following points":

1. The overall average of the sample's responses exhibited a notably neutral stance, indicating a moderate level of interest in the various dimensions of strategic foresight (, strategic choice capabilities, environmental scanning capabilities, and entrepreneurial skills) in the researched directorate. This clarifies the moderate enthusiasm of the management of the investigated directorate in strategic foresight projects and policies.
2. There is a relatively high level of organizational vitality in the studied directorate in Maysan Governorate in terms of dimensions (learning, creativity, flexibility, entrepreneurship), as most of the study sample's responses were in agreement. This indicates that the studied directorate's management needs to enhance organizational vitality.
3. 3. Accepting the alternative hypothesis demonstrates a significant positive relationship between strategic foresight and organizational vitality at a general level. At the dimension level, the findings indicated a notable, positive, and positive impact between each (environmental scanning capabilities, strategic choice capabilities, and entrepreneurial skills) on organizational vitality.



5.1. Recommendations

The following will be suggestions for the future ideas and the study variables:

Create a specialist unit inside the directorate consisting of professionals in the fields of education, economics, sociology, and technology, so regularly monitoring the learning environment.

- Conducting frequent surveys to assess current educational level and identify areas of need and opportunity.
- Cooperation with Academic Institutions: By means of university and research center cooperation, investigating the educational environment and providing evidence-based suggestions

Enhancing internal communication and coordination among the many Directorate departments will help to ensure coordinated efforts and attainment of common goals by means of which capacity for integration is guaranteed.

Creating specialized task teams with officials from multiple departments to concentrate on specific projects and achieve strategic goals helps to mobilize them.

- Encouragement of innovation and originality in course development and teaching techniques, as well as in providing the necessary support for artistic initiatives.
- Based on the results of the needs analysis and assessment of the educational environment, the strategic priorities of the Directorate are determined.
- Developing comprehensive, clearly defined strategic plans to satisfy specific objectives and identifying significant performance indicators.

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