



## INTERNATIONAL JOURNAL OF TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

### THE IMPACT OF STRATEGIC FORESIGHT ON ORGANIZATIONAL SUSTAINABILITY: AN ANALYTICAL STUDY OF THE OPINIONS OF A SAMPLE OF THE LEADERS OF THE FEDERAL SECURITY AGENCY, THE IRAQI MINISTRY OF INTERIOR

Ziad Sami Sajjad, Dr. Hussam Ali Mhaibes  
Iraq

**Paper Received:** 24<sup>th</sup> July, 2021; **Paper Accepted:** 04<sup>th</sup> September, 2021;  
**Paper Published:** 05<sup>th</sup> September, 2021

#### How to cite the article:

Ziad Sami Sajjad, Dr. Hussam Ali Mhaibes, The Impact of Strategic Foresight on Organizational Sustainability: An Analytical Study of the Opinions of a Sample of the Leaders of the Federal Security Agency, The Iraqi Ministry of Interior, IJTBM, July-September 2021, Vol 11, Issue 3; 235-249



## ABSTRACT

The current research insets, to verify the impact of strategic foresight as an independent variable on organizational sustainability at the headquarters of the Ministry's Agency for Federal Security Affairs in the Iraqi Ministry of Interior, as well as diagnosing the level of its interest in the research variables and its dimensions, to come up with a set of recommendations that contribute to strengthening its practices and adopting these variables, and based on the modernity And keenness to diagnose the relationship of influence between the two variables and its importance to the agency and its employees on the one hand, and society on the other hand, adopted the methodological, descriptive, exploratory research in the completion of its current chapters and discussions, and it was applied at the headquarters of the Ministry's Agency for (Federal Security) to be the research community for its senior leaders, and the research sample was intentional Stratified, and it included (55) of the leaders of the concerned agency (the director of the agency "the agent", the assistant agent, the director of the directorate, the assistant, the director of the department, the director of the division), and the main research tool (the questionnaire) was distributed to them to survey opinions about the variables investigated, (52) were retrieved. ) including, while the valid ones for statistical analysis were (50) views, and the questionnaire was supplemented with data, observations and limited interviews, while the research used statistical programs (SPSS V.26 - SM ART PLS V.3.3) to analyze the primary data, with the adoption of descriptive and inferential research methods represented in (normal distribution test, exploratory practical analysis, confirmatory factor analysis, validity and reliability test, arithmetic mean, standard deviation, relative difference coefficient, relative importance, correlation coefficient Pearson, the simple linear regression coefficient, the multiple regression coefficient) to test his hypotheses, a number of results, the most prominent of which was the interest of the Ministry of Federal Security Affairs in organizational sustainability, so it worked hard to improve it through strategic foresight in general, and the ability to accurately environmental survey, which contributes to collecting information On its current and past achievements, as well as investing in the ability to integrate in raising the level of commitment, and the strategic choice that complements its strategic insight through analysis of possible future conditions and providing methods for accurately measuring performance in order to achieve its goals and objectives.

**Keywords:** *inspirational leadership, organizational sustainability, headquarters of the Ministry of Federal Security Affairs.*

## INTRODUCTION

The success of the administrative process, increasing organizational effectiveness and raising the level of its competencies and ability to face challenges, it has become necessary to continue the development and performance process, and to formulate major

policies and strategies, without denying the important role of the organization's members in implementing and participating in it, as strategic foresight is characterized as an approved variable, an important means that supports and guides the organization Towards the future, anticipating

opportunities, proactively facing challenges, situations of uncertainty, and continuous environmental complexity, and works to direct them to plans and policies, as it provides its leaders with insight to increase their creative capabilities and identify and characterize future situations, and through the insight that constitutes a humanitarian, organizational and societal situation, aims to provide reliable knowledge. In achieving desired goals, and works to reduce the rate of surprise, surprise and error, which is the anti-random face.

The idea of the current research was born from diagnosing its problem, which was realized by the researcher with the lack of interest in organizational sustainability at the headquarters of the Ministry of Federal Security Affairs, which is one of the main motives for adopting the idea of research, as organizational sustainability is one of the terms that has attracted the attention of many researchers due to its great importance in the life cycle of the organization. The simplest meaning of sustainability is that it is an organized participatory process that allows organizations to evaluate their own performance and develop a specific plan to improve the organization process and face future challenges. In supporting the organization and its manager in increasing the effectiveness of the performance of employees and achieving job commitment

and continuous development in order to reach the required level of good performance and effective communication to achieve the required goals and the basic tasks sought by governmental organizations in light of the changes taking place in the work environment. , with the impact of strategic foresight on organizational sustainability and a statistic.

## **THE THEORETICAL SIDE OF THE RESEARCH**

### **First: Strategic Insight**

1- The concept of strategic foresight:

The concept of strategic foresight is receiving wide attention today for the great role it plays in the development, development and support of organizations, through the process of drawing a future vision, detecting risks before they occur, addressing environmental threats and overcoming challenges. In strategy, to combine the two terms with one term represented by strategic foresight, foresight is defined as a participatory process of gathering intelligence information in the future and the process of building a medium to long-term vision that systematically attempts to look at the future and in order to support the decision-making process in the present and mobilize common forces to achieve it (Grosser & Zeier, 2012:66), while many literatures have emerged that require a

unified theoretical framework, we note a competing dimension in determining the source or level of "individual and organizational" insight. Referring to foresight as a human quality, Alfred North Whitehead defined it as "the ability to see apparent confusion, as well as to identify types of developments before they become trends, to see patterns before they arise, and to know relevant features of social currents that are likely to shape direction" (Sarpong et al. As for appending the term strategic to insight, as strategic foresight is a scientific field in rapid development and this is evident from the increase in the number of annual publications in the past decade. The history of the field of visual research dates back to its birth in the fifties of the last century until the construction of the scenario in The sixties and seventies, to organizational integration from the year (2000) to the present, and different terms were used to link visual thinking to strategic decision-making in organizations (Iden et.al, 2017:1-2), as strategic foresight was defined as the ability to create and maintain A high-quality, coherent, and practical vision for the future and the use of emerging ideas in organizationally beneficial ways (Rohrbecl et.al, 2015:4-5. Strategic foresight is defined as a human ability to identify, explore, and exploit opportunities that others ignore. Insight has emerged Strategic tactics as a required skill for successful organization in

the organization (Sarpon & Hartman, 2018:1)

### **1-Dimensions of strategic foresight**

#### **A- Capability of environmental scanning:**

the continuous examination of the organization's internal and external environment, to determine the strengths and weaknesses and the organization of operations, in addition to the status of competitors, the main techniques and the position taken by the organization that is leading the change, and determining the breadth of the survey process through the chosen time horizon that determines the time period to be covered (Al-Hasnawi, Environmental survey is defined as a broad-based search for information about the organization's external environment to assist senior management in its task of charting its future course of action. A wide range of new technologies and future-oriented methods have been developed and applied, such as road maps and scenarios (Vcchiato & Roveda, 2010: 1530).

**B- Capability of strategic choice:** a group of activities in the organization that combine their efforts in order to discover a better and ideal alternative to change in the organization, and there are three variables that constitute a strategic choice: "interpretation, vision, planning" (163: Paliokaite et.al, 2014). Strategic options are

characterized by the essence of Strategic management and successful organizations that carefully select relevant strategies, and take into account strategic situations and applications. Strategic choice is the third logical component of the strategic formulation process. Selection is the focus of strategy formulation. If there is no choice, there will be little value in strategic thinking at all. , it is a process that accommodates the nature of stakeholders' expectations, identifying available options, and then evaluating and selecting the best strategic options for implementation on the ground (Karnja & Wario, 2015 31-32).

**C-Integrating capabilities:** the integration of knowledge-based and future-oriented information into the enterprise process, future technology platforms and development plans, usually smoothly distributed throughout the organization, and in order to take advantage of these capabilities available in the development process in order to build an ideal future for the organization (12: Amniattalap, 2015) defines integration as the capabilities that an organization uses to create, modify and purposefully reintegrate its resource base in response to rapid changes in the external environment, or to achieve the desired results by decision makers by adapting and updating the resource bases of the organization (Jiang et al, 2015: 1186- 1187).

## Second: Organizational Sustainability

1- The concept of organizational sustainability:

Sustainability was defined as an activity aimed at improving the living standards of the future generation and changing the quality of life of the current generation (Ertugut & Soyseker, 2009: 2093), and the term sustainability suffered from lack of clarity, especially in an era of the seventies of the last century, and remained confined to the corridors of closed scientific symposiums that continuously tried to define Acceptable and consistent with the continuous environmental requirements. The word (sustainability) means what is sustainable and sustainable, as well as means endurance, and then sustainable. The concept of sustainability has spread at the present time. and the environment in 1987, where this committee was formed by a resolution of the United Nations General Assembly in December of the year 1983 and was headed by "Brundland" Prime Minister of Norway and with the membership of important personalities from the political and economic elites, the influential and ruling number of whom was (2) in the world. Including the continuation of global economic growth without the need to make changes in the structure of the global economic system (Al-Rabi, 2009: 33), so sustainability is defined as the ability of the regulator To better

mobilize its resources to achieve its mission and implement its work with high quality in an environment that supports creativity, development and good performance by the participating individuals, and to provide the new generations with a volume of opportunities equal to or greater than what has been provided to the current generations (Baumgartenr & Ebner, 2010: 72) and after addressing For the concept of sustainability in general, it is necessary to identify the concept of organizational sustainability, in particular, which represents the bulk of interest.

9Boudreau & Ramstad, 2005:78) defined organizational sustainability as “achieving success today without compromising the needs of the future,” as the researchers see (Colbert & Kurucz , 2007:6) Organizational sustainability is represented by the ability to "keep the business going", while the concept refers to the "future audit" of organizations, and organizational sustainability is defined according to (Accredited Quality Institute, 2015) as the constant challenge to achieve long-term success with positive impact. On the society and environment in which the organization lives and works (Peterlin et.al, 2015: 276).

## 2- Dimensions of organizational sustainability:

**A- Creativity:** a specific job or a new project, which creates new resources or exploits existing resources with enhanced capabilities to create wealth and this is what concerns businessmen, as he added, is the good exploitation of new ideas (Drucker, 2002:5), and it was shown (Torrance) one of the first pioneers in the field of measurement Training in creativity has a different point of view, as he sees that “creativity is a process of sensitivity to problems and insight into weaknesses, inconsistencies and weak information, finding solutions, predictions, formulating new hypotheses, and working on selecting hypotheses, reorganizing, formulating or modifying them to reach new solutions or connections using the available data. And communicating the results to others (Awashriyeh, 2009: 6).

**B- Commitment:** Commitment is defined as a psychological state that connects the individual to the organization. Commitment is defined in three basic dimensions: emotional (where the desire to obtain a goal is the basis of motivation - employees continue to work because they want to act in the interest of the organization), normative (where it motivates sense of obligation (people feel they have to stay with the organization), continuity (where the cost of withdrawing externally motivates people to

do certain things, where not doing them is seen as having higher costs than continuing to do them) they stay because they feel they need to Doing this (Van vuen, 2006:4), and defined commitment as a level of trust and acceptance among workers of the organization's goals and the desire they have to stay in the organization (6: Nurhayati, 2014).

**C- Communication:** “It is the process of transferring information, ideas, feelings, values, and trends between members of the organization and its various parts to achieve the goals of the sender and recipient. 396-395), and communication is also defined as the process of sending and transferring information between two parties “sender and receiver” through a specific means with the importance of understanding that information by the receiver, whether an individual or a group (Al-Qaryouti, 1993: p. 157).

### **Third: The Relationship between Strategic Foresight and Organizational Sustainability**

Several studies and research indicated that strategic foresight stimulates new innovation activities and methodological background, which requires the individual to identify the (innovation potential) and the (communication) step by which he exchanges ideas, information and visions with co-workers, bosses, external friends or

family. Or from the perspective of the market and technology, as well as between strategic, tactical, operational planning and scenario technology (7: Rohbeck et al, 2007). Strategic foresight in recent times represents the bridge that connects organizational practices and innovation, as it contributes to promoting organizational innovation by identifying the different outcomes that Its theoretical and managerial implications lead to the achievement of innovations, and the direct link between strategic insight and innovation, when a business group provides comprehensive insights into the impact of strategic insight on innovation, it falls short in showing how and when practice led to the innovations it reports, leading to prompting leaders to integrate Strategic insight into their organizational processes, which includes contextual environmental scanning, creative reorganization of relevant information and insights into future-oriented purposeful knowledge, and a focus on generating new capabilities that enable the organization to develop itself, uncover new capabilities, and identify opportunities for it ( Adegbile & Meissner, 2017:6 ).

After reviewing the variables and dimensions of the research, the researcher concluded his hypothesis, which shows the relationship between (inspirational leadership and organizational sustainability), as shown in Figure (1) below.

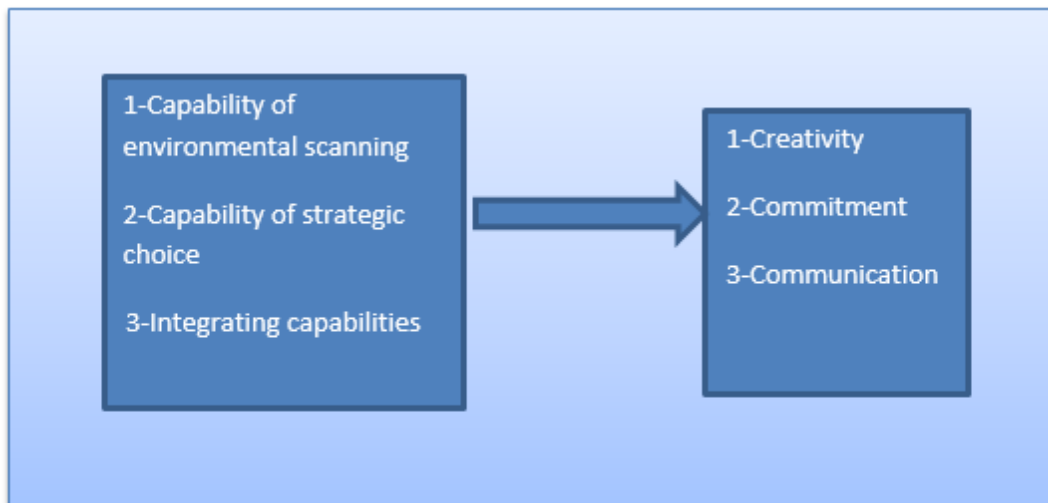


Figure (1) The hypothetical scheme of the research prepared by the researcher

## THE PRACTICAL ASPECT OF RESEARCH

In the process of testing and measuring the variables and dimensions of the current research, the researcher relied on descriptive and inferential statistics, in addition to using some statistical programs represented by (SPSS V.26) as follows:

### First: Descriptive Statistics

The independent variable that influences is represented by strategic insight, and it was measured through three dimensions (**environmental scanning capability, strategic choice capability, and integration capability**) at the headquarters of the Federal Security Agency, where the dimension represented seventeen paragraphs, distributed over the three

dimensions, and according to the (AMNIATTALAB) scale. 2016), which was chosen by the researcher. The descriptive statistical analysis of the dimensions of strategic insight concluded as follows.

It turns out that the independent variable strategic insight obtained a high arithmetic mean (3.89) at the general level, and it obtained a good relative interest (77.8%), a relative coefficient of difference (9.54%), and a standard deviation (0.371) to indicate the agreement of the sample and the homogeneity of its opinions and convergence on the presentation of the scientific effort and intellectual organization in the form of a set of predictions and predictions for the conditions of society for a period of time In order to identify and detect potential problems that may occur in the



future, the independent variable in general obtained the calculated (T) value (17.018), which is more than its tabulated value at the level of significance (0.05), but at the level of dimensions in which the mediator variable was measured, it was arranged by descriptive statistical analysis according to The relative coefficient of difference from the least difference to the most different, so it won after the ability to integrate on the first rank, and with a relative difference coefficient (10.18%) the least among the three dimensions of strategic insight, as it received the attention of the Ministry of Affairs of the Ministry of Relative Federal Security (77.8%) in possessing efficiency The agency enjoys, in order to reach all the resources available to it for all among those resources in order to achieve its goals that it seeks to unify these capabilities, and to lead it to pioneering performance and excellence in organizational work, to benefit from the energies of its employees and to make them provide creativity and produce innovative ideas and services, As a result of this interest, the dimension obtained a high arithmetic mean (3.89), and a standard deviation of (0.396) indicating high agreement and homogeneity in the sample's opinions, and in the second order solving the possibility of the alternative option It is strategic with a relative coefficient of variation (10.77%), and an arithmetic mean (4.05) is high, and the Agency for Relative

Federal Security (81%) gets good attention through the concerted efforts and activities of the agency's departments, units, and individuals, which increases its ability to elect and verify the best alternative in the long run. In line with the change process taking place in the agency's work environment.

As for the ability of **environmental scanning** in the third order, with a relative coefficient of variation (12.66%), and with the agency's relative interest (74.6%) by the agency in a continuous systematic examination of the external and internal environment, with the aim of identifying the main forces, techniques, the agency's position and the mechanism of organizing its operations that lead the change. The survey according to the time horizon specified for the coverage of the environmental survey, the ability of the environmental survey to have a mean (3.73) is high, with a standard deviation (0.472) and the calculated value (T) (10.960) to outweigh availability and practice over weakness and limited interest.

The dependent variable (**affected**) by **organizational sustainability**, which the researcher is trying to improve, was measured through three dimensions (creativity, commitment, communication) at the headquarters of the Ministry of Federal Security Affairs. , 2017), the descriptive statistical analysis of the dimensions of

organizational sustainability concluded as follows.

As **organizational sustainability** obtained a high-level arithmetic mean (3.86) at the general level of the dependent variable, it obtained a good (77.2%) relative interest, a relative coefficient of variation (8.4%), and a standard deviation (0.324) to indicate the agreement of the sample and the homogeneity of its opinions and convergence on the practice of the group. Among the administrative activities and events that the agency adopts to achieve a sustainable balance in the economic, social and environmental aspects to determine the energies continuously to prolong their life and perform their tasks successfully. The variable in total obtained the calculated (T) value (18.716), which is more than its scheduled value at the level of significance (0.05), As for the dimensions in which it was measured, the descriptive statistical analysis ranked them according to the relative difference coefficient from the least to the most different. Commitment ranked first, and with a relative coefficient of difference (8.24%), the least among the three dimensions of organizational sustainability, it won the attention of the Agency for Economic Affairs The Ministry of Relative Federal Security (84.8%) is high in possessing a psychological and social situation that indicates the congruence of the

employees' goals with the agency's goals, as well as the mutual feeling between them about their duties, and seeking As a result of this concern, the dimension obtained as a result of this interest on an arithmetic mean (4.28) that is very high, and with a standard deviation (0.349) indicating agreement and high homogeneity in the opinions of the sample. And in the second rank, the creativity solution with a relative coefficient of variation (12.08%), and an arithmetic mean (3.71) of a high level, and it receives the attention of the Ministry of Affairs for the relative federal security (74.2%) through the ability to come up with something new, or formulate and collect ideas in a new way, and unique in kind, and working on linking them to tangible implementation and turning them into new innovations in some cases. As for the communication, it was in the third order, with a relative coefficient of difference (14.23%), to obtain good relative attention (72.4%) by the agency as it is one of the important pillars in its work, through which it can Sending and receiving information and data, and exchanging ideas, knowledge and opinions on various issues with relevant parties, with the aim of increasing interaction and participation by its various departments, units, and individuals. Standardized (0.515) and the calculated T value (8.570) to outweigh availability and practice over its weakness and limitations.

Table (1) Presentation and analysis of data for research variables and dimensions (n = 50)

T . value	coefficient of variation%	Relative importance%	standard deviation	Arithmetic mean	Dimensions	Variables	numbering
15.914	10.18	77.8	0.396	3.89	Integrating capabilities	strategic foresight X	1
17.115	10.77	81	0.436	4.05	feasibility of strategic cho		2
10.960	12.66	74.6	0.472	3.73	Environmental scanning capability		3
17.018	9.54	77.8	0.371	3.89	strategic foresight		
25.067	8.24	84.8	0.349	4.24	Commitment	organizational sustainability Y	1
11.261	12.08	74.2	0.448	3.71	creativity		2
8.570	14.23	72.4	0.515	3.62	Connection		3
18.716	8.4	77.2	0.324	3.06	organizational sustainability		

**Secondly- Hypothesis Testing:**

Verification of the main hypothesis of the research: Strategic insight in its dimensions does not affect the ability of environmental scanning, the ability to strategic choice, the ability to integrate in organizational sustainability and its dimensions significantly.

The tested model for strategic insight and embodied in its dimensions (environmental scanning capability, strategic choice capability, and integration capability) explained (35.2%) of the changes that occur

in organizational sustainability, as the value of the corrected interpretation coefficient was ( $AR^2=0.352$ ), while the remaining percentage is attributed to The model (64.8%) for other variables that were not included in the laboratory research model, and this model is the strongest model at the level of the third main hypothesis, which indicates the synergy of the combined dimensions of organizational sustainability, and the value of the interpretation coefficient was ( $R^2 = 0.392$ ), while the calculated (F) value was (9.866) for the model at the significance level (0.000), which is greater

than its tabular value (3.841), at the significance level (0.05) and from all of the above the alternative hypothesis is accepted (strategic insight affects its dimensions, the ability to environmental survey, the ability to strategic choice, the ability to integrate in sustainability The regulatory authority had a significant effect) and rejected the null hypothesis, as there was an effect of the dimension (environmental scanning ability) (0.746) at the significance level (0.000) and the calculated T value (4.276), while the agency was not able to invest the ability of the strategic choice, and the ability to integrate. L in improving the level of

organizational sustainability within the tested model, which indicates that its leaders relied on surveying the internal and external environment and the movements of its competitors mainly when improving the level of organizational sustainability in them, while the value of the constant was (1.721), that is, when the value of the marginal slope is zero, or the value of Inspirational leadership is equal to zero, the value of organizational sustainability at the headquarters of the Federal Security Agency is equal to the value of the constant (1.721), as shown by the results of Table (2).

organizational sustainability								Variables
Sig.	F	Tβ	Sig	AR <sup>2</sup>	R <sup>2</sup>	β	A	
0.000		4.276				.746		Environmental scanning capability
0.587	9.866	0.546	0.000	0.352	0.392	.101	1.721	feasibility of strategic choice
0.089		-1.739				-.332		Integrating capabilities

Source: (SPSS V.26 )program output.

**CONCLUSIONS:**

The Agency relied mainly on its ability to integrate and to enhance its strategic foresight, through its reliance on the efforts of its employees to generate opportunities and improve their skills and abilities, by providing continuous organizational learning, and supporting it with a broad

incentive system represented in its material and moral types on a regular and acceptable basis. The Agency also demonstrated its ability to environmental survey In a manner that contributes to improving its level of strategic insight through its reliance on collecting and documenting information about its current or past achievements, and

owning an active network of communications that includes all its joints, as well as its adoption of the strategic choice that provides it with accurate analysis of potential future conditions, and providing different methods for measuring performance. accurately and to achieve its goals and objectives.

**RECOMMENDATIONS:**

The agency's ability to continuously scan the external and internal environment should be improved, and the main forces, techniques, and positions of the institutions associated with it should be identified, which contributes to raising the level of its strategic foresight through adopting the opinions of experts and consultants, holding workshops, researching developments in the environment surrounding its work, and transferring it to a work approach. It

increases its ability to achieve its goals and satisfy its audience, and combines its efforts and activities to generate alternatives and choose the best ones, in line with the change taking place in its work environment and improves the level of its strategic choice. On the selection of alternatives between the various departments and units, indicative regulations for solutions on various issues, in a manner that reduces red tape and waste of time and effort, as well as improving its ability to integrate, efficient access to all available resources, and standardization of capabilities to reach high levels of performance and excellence in work through , share information freely at the various organizational levels of the agency, and encourage the search for information from external sources and What contributes to the agency's achievement of its objectives.

**IJTBM**

**REFERENCES**

1. Adegbile, A., Sarpong, D., & Meissner, D. (2017). Strategic foresight for innovation management: A review and research agenda. *International Journal of Innovation and Technology Management*, 14(04), 1750019.
2. Al-Hasnawi, Ahmed Kazem Abdul-Amir, (2020) "The role of strategic foresight in enhancing the entrepreneurial performance of organizations - an analytical study of the opinions of a sample of directors of departments and people in the Karbala Governorate Police Command, a master's thesis and the College of Administration and Economics - University of Karbala .
3. Al-Qaryouti, Muhammad, (1993), *Organizational Behavior: A Study of the Individual and the Group in Administrative Organizations*, First Edition.
4. Al-Rubaie, Ali Mahdi Daoud, (2009): "The Economic Analysis of Indicators of Sustainable Development in Selected Asian Countries", Master's Thesis in Economic Sciences, Karbala University, College of Administration and Economics.
5. Al-Saeed, Awashrieh, (2009), *Factors Affecting Creativity in Governmental Organizations and Mechanisms to Activate Their Positive Impact*, International Conference on Administrative Development "Towards Distinguished Performance in the Governmental Sector", Institute of Public Administration, Kingdom of Saudi Arabia, Riyadh.
6. Amniattalab , A., & Ansari, R. (2016). The effect of strategic foresight on competitive advantage with the mediating role of organizational ambidexterity. *International Journal of Innovation Management*, 20(03), 1650040.
7. Baumgartner, R. J., & Ebner, D. (2010). Corporate sustainability strategies: sustainability profiles and maturity levels. *Sustainable development*, 18(2), 76
8. Boudreau, J. & Ramstad, P. (2005). Talentship, Talent Segmentation, and Sustainability: A new HR Decision Science Paradigm for a New Strategy Definition. *Human Resource Management*, 44(2), 129–136.
9. Colbert, B., Kurucz, E., & Wheeler, D. (2007). Building the sustainable organization through adaptive, creative coherence in the HR system. *Building More Effective Organizations*, 310-333.
10. Dagher, Munqith Muhammad and Saleh, Adel Harhoush, (2000), *Organization Theory and Organizational Behavior*, Baghdad - Dar Al-Kutub for printing.
11. Drucker, P. F. (2002). The discipline of innovation. *Harvard business review*, 80(8), 95-102.

12. Erturgut, R., & Soyşekerci, S. (2009). The problem of sustainability of organizational success in public educational institutions: a research on the education administrators in Turkey. *Procedia-Social and Behavioral Sciences*, 1(1), 2092-2102.
13. Grösser, S. N., & Zeier, R. (Eds.). (2012). *Systemic Management for Intelligent Organizations: Concepts, Models-Based Approaches and Applications*. Springer Science & Business Media.
14. Jiang, W., tinoziva Mavondo, F., & Matanda, M. J. (2015). Integrative capability for successful partnering: a critical dynamic capability. *Management Decision*.
15. Karanja, S., & Wario, G. (2015). Factors influencing strategic choices adopted by non-governmental organizations competing for donor funding in Nairobi County. *International Academic Journal of Human Resource and Business Administration*, 1(4), 30-40.
16. Nurhayati, N. (2014). Influence of organizational commitment and knowledge management on successful implementation of accounting information systems in the employer pension funds held defined benefit pension plan (ppmp) dipropinsi west java, Indonesia.
17. Paliokaitė, A., Pačėsa, N., & Sarpong, D. (2014). Conceptualizing strategic foresight: An integrated framework. *Strategic change*, 23(3-4), 161-169.
18. Peterlin, J., Pearse, N. J., & Dimovski, V. (2015). STRATEGIC DECISION MAKING FOR ORGANIZATIONAL SUSTAINABILITY: THE IMPLICATIONS OF SERVANT LEADERSHIP AND SUSTAINABLE LEADERSHIP APPROACHES. *Economic & Business Review*, 17(3).
19. Rohrbeck, R., Battistella, C., & Huizingh, E. (2015). Corporate foresight: An emerging field with a rich tradition. *Technological Forecasting and Social Change*, 101, 1-9.
20. Sarpong, D., Maclean, M., & Alexander, E. (2013). Organizing strategic foresight: A contextual practice of 'way finding'. *Futures*, 53, 33-41.
21. van Vuuren, M. (2006). WHY WORK?. The contribution of value perceptions and efficacy expectations to organizational commitment (Doctoral dissertation, University of Twente, the Netherlands. Retrieved from [http://purl. utwente. nl/publications/57604](http://purl.utwente.nl/publications/57604).
22. Vecchiato, R., & Roveda, C. (2010). Strategic foresight in corporate organizations: Handling the effect and response uncertainty of technology and social drivers of change. *Technological Forecasting and Social Change*, 77(9), 1527-1539.