

Foresight Strategic Role in Achieving Organizational Ambidexterity
An analytical study of the opinions of a sample of university leaders in private
universities in the Middle Euphrates region

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Abstract

The current study aims to identify the role of strategic foresight through its dimensions (capabilities of environmental survey, capabilities of strategic choice, capabilities of integration), in achieving Organizational Ambidexterity through its dimensions (search for new opportunities and optimal investment of opportunities), as the study problem represented a number of questions with the aim of identifying The intellectual frameworks of its variables, and then diagnosing the level of interest in them in the field, as well as identifying the appropriate procedures by the organization. The private universities in the Middle Euphrates region, represented by (university leaders) were chosen in the field to study and test their assumptions. The questionnaire was adopted as a main tool in collecting data related to the field aspect of the study. The sample size reached (١٤٩) and a set of conclusions was reached, the most important of which is that strategic foresight has a correlation relationship. And a significant effect on organizational Ambidexterity, and the study concluded with a set of recommendations and suggestions.

Keyword: strategic foresight, Organizational Ambidexterity.

Introduction

The challenges of the business environment have increased in the past two decades since the last decade, and they have become increasing pressures on organizations, and many of the basic proposals in strategic thought began to appear, the nature of the stage of strategic foresight and organizational Ambidexterity, which is one of those important strategic topics in order to assist the organization's management in achieving the goals of the organization, By formulating and defining policies and strategies to meet the challenges and environmental changes, and thus reach success. The current research idea came to address contemporary topics that have a significant and distinctive role in the sustainability of the performance of organizations in light of the challenges they face, and within four sections, the first dealt with the research methodology, while the second dealt with the intellectual and philosophical foundations of the research variables, the third presented the field aspect of research, and the fourth presented a set of conclusions and suggestions

Research Methodology

First: The problem of the study

Contemporary business organizations face many challenges due to the speed of change and instability in the external environment, which requires the adoption of modern approaches and methods that enable them to keep pace with those changes. The importance of strategic planning as a systematic approach that anticipates the prospects for the future of organizations, and prepares to confront it, but it is no longer sufficient to the point where we stand. Rather, it requires developing the capabilities of strategic foresight and developing the skill of preparing future maps and scenarios for decision makers through a serious endeavor to explore opportunities and environmental threats and invest appropriate opportunities. In light of the foregoing, the current study attempts to bridge the knowledge and application gap to

understand and explain the relationship between variables by formulating a main question that (Is it possible to explain the relationship between strategic foresight and organizational Ambidexterity) and the following sub-questions emerge from this question:

١-Is there a clear vision of the nature and nature of strategic foresight and its dimensions in the studied colleges and universities?

٢-Does the surveyed sample realize the importance and dimensions of organizational ingenuity?

٣-What is the nature of the relationship between strategic foresight and organizational Ambidexterity?

Second: The importance of the study

The practical importance of the current study can be identified and described in a number of important points, the most prominent of which are the following- :

١-The current study gained its importance from the importance of the researched community (university administrations in private colleges and universities) and the role of this category in graduating competent staff who take upon themselves the development of reality in most of the organizations operating in the Iraqi central Euphrates governorates.

٢-The current study attempts to activate the role of strategic foresight in the private education sector.

٣-The study contributes to pointing out the obstacles that prevent the achievement of organizational ingenuity in the private universities in the Middle Euphrates region (the study sample)

٤-Determining the nature and type of the relationship between strategic foresight and organizational Ambidexterity, which enables future studies to measure the nature and type of this relationship on other samples through which it is possible to identify a set of strategic solutions that in turn represent a treatment for the problems of each sample.

Third:- The objectives of the study

١-Recognizing the reality of strategic foresight and organizational ingenuity among the studied sample.

٢-Determining the ability of the studied private universities in terms of anticipating the future and investing it in achieving organizational ingenuity.

٣-To reveal the aspects through which strategic foresight can achieve organizational ingenuity.

٤-Determining the nature and type of the relationship and influence between strategic foresight and organizational Ambidexterity.

Fourth:- The hypothetical scheme of the study

The purpose of this paragraph is to develop a detailed plan on which the study is going in order to achieve the goals that they aspire to see Figure (١). Accordingly, the research variables can be identified as follows- :

١-The independent variable: - It is represented by strategic foresight, which includes three dimensions represented by (abilities of environmental survey, capabilities of strategic choice and capabilities of integration), and a scale was adopted (Paliokaitè & Pačesa, ٢٠١٣)

٢- The dependent variable: - The organizational skill, which includes two dimensions (the search for new opportunities and the optimal investment of opportunities) and the scale (De Almeida et al., ٢٠٢١) was adopted.

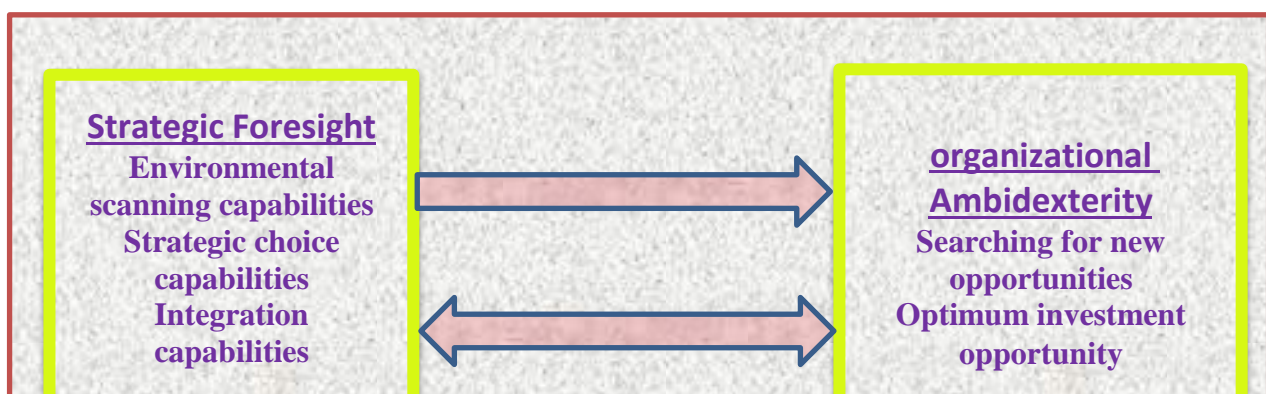


Figure (١) The hypothesis of the research

Fifth: The hypotheses of the study

- Correlation Hypothesis

The first main hypothesis: - There is a statistically significant correlation between strategic foresight and organizational Ambidexterity.

- There is a statistically significant correlation between environmental scanning capabilities and organizational Ambidexterity with its dimensions.
- There is a statistically significant correlation between the capabilities of strategic choice and organizational Ambidexterity with its dimensions.
- There is a statistically significant correlation between the capabilities of integration and organizational Ambidexterity with its dimensions.

- Impact Hypotheses

There Is A Statistically Significant Effect Relationship Between Strategic Foresight And Organizational Ambidexterity

Sixth: Scope of the study

١-spatial boundaries

They represent the spatial boundaries of study in private universities and colleges in the central Euphrates governorates (Karbala, Muthanna, Qadisiyah, Najaf, and Babylon)

٢-Human frontiers

Represents the human limits of the current study in all university administrations (dean, associate dean, head of department) in universities and private colleges in the provinces of the middle Euphrates.

٣-Time limits

The theoretical and exploratory study extended for the period from October (٢٠٢١) to April (٢٠٢٢). This period is considered the basis for collecting data and information related to the theoretical and practical aspects, as well as the period of distributing questionnaires to the study sample

Seventh: Study tools

To achieve the objectives of the study and test its hypotheses, a questionnaire was used, and the table (١) shows the structure of the questionnaire, as well as clarifying the sources that were adopted in its design.

Table (١): Questionnaire's axes and measures

Source	number of paragraphs	Dimensions	Variables	axles
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Paliokaitè & Pačesa, ٢٠١٣	٧	Environmental scanning capabilities	Strategic Foresight	The first axis
	٨	Strategic choice capabilities		
	٦	Integration capabilities		
	٢١	the total		
De Almeida et al., ٢٠٢١	٦	Searching for new opportunities	organizationA mbidexterity	second axis
	٦	Optimum investment opportunity		
	١٢	total		

Eighth:-data analysis methods

The researcher relied that On a pentagonal Likert scale for distributing strengths On the questionnaire tool, and therefore in order to analyze the field side of the study, a number of statistical methods were used in dealing with the forms collected from the respondents and using the statistical bag for social sciences (SPSS.v.٢٥):-

- ١- Arithmetic mean: - It is used for the purpose of knowing the average answers of the sample members.
- ٢- Standard deviation: - It is used for the purpose of knowing the dispersion of the answers of the individuals of the researched sample from its arithmetic mean.
- ٣- Relative importance: It is to determine the importance of each paragraph of the scale items compared to the other items.
- ٤- ordinal importance, technique opxplot. To test the validity of the study scale construction
- ٥- Correlation coefficient Pearson Simple: - used for the purpose of determining the correlation between the study variables.
- ٦- Equation modeling Structured by program (Amos) To test direct hypotheses and interactive influence.

Theoretical framework

First: The concept of strategic foresight

because of The competition severe and change accelerating in environment Business Globalism , Back The term strategic foresight as a Logic dominant to organize successful, attracted This subject destiny big From search During Contract past and point Collection big From Evidence to me that Foresight the strategist boost age procedures and references useful From side organizational that boost learning and capabilities Entrepreneurship for organizations compact in environments High Change (Sarpong&Maclean, ٢٠١٤:١٦). get up Foresight the strategist on me assumptions that makers the decision they direct Hurdles decisive and must deal with the future in a way alternative , with belief that Can the influence on him , If she was determinants and conditions known, as Should considerate Effect groups Social interested other that look to me her future From destinations consideration different (Wyrwick&Erdeli, ٢٠١٨:٣٤١).stated (Arokodare, ٢٠٢٠:٩) that the foresight the strategist based on analysis Development likely environment Business From Yes detection fast About Opportunities and threats that caused by direction emerging , and deal with her in the form of True, it also includes a set From practices that managed organizations From Investigation performance Superior and more At the level of market attractiveness in the future. and knew him (Costanzo, ٢٠٠٤:٢١٩) that A learning process that takes place within the framework of a broad vision get to know the future thought to have Investigation mechanism formake a decision Rashid in the organization. he pointed (Battistella, ٢٠١٤:١) to it The process that organizations use to identify

weak signals and information from stakeholders, and anticipate emerging markets and trends, formulating organizational strategies, and innovation policies to prepare for an uncertain future. stated (Arokodare, 2019) A dimension of strategic sensitivity that functions as part of the initiation of strategic agility, identifying, controlling and interpreting the factors that induce change, identify potential impacts for the organization, and launch appropriate regulatory responses. It involves estimating, learning and forecasting to detect environmental trends, and focuses on near and far. And through the foregoing, the researchers know strategic foresight as the organization's ability to know, understand and include the current environmental events and variables in the organization's strategic plans and decisions, thus enabling the organization to explore and invest in environmental opportunities faster than competitors.

Second: The importance of strategic foresight

helps strategic organizations to attempt understanding powers complex that pay change, and therefore to support processes take the decision and strategy and support activities search and development. From yes innovation, in addition to that, importance of foresight greatly shows. From during literature related to innovation and management, the strategy that focuses on building capacity in circumstances not continuous, so the secret success of the organization is its orientation futuristic paired with capacity anticipation strong. It depends on organized flexible midwife to adapt (Battistella, 2014) and prepare for the future. Whatever to understand organization customers and their needs, sophisticated and their behavior variable, and therefore it provides the organization analyzed and knowledge the two essentials around needs customers futuristic, than can from take decisions correct to prepare to change in the future. And as you can process foresight the strategist practitioners from plural the information correct around direction futuristic and needs customers, than supports thinking inventive and sharing humanity (Peter, 2011) Baumgartner & Street et al., 2012). On the other hand, he believes Street et al., 2012). The strategic foresight indicates until the future not specific pre or expected, but through signals weak or early to change likely can reduce possibility non getting ready or surprise directions and changes emerging when its arrival to the direction prevalent, as can that reveal also about points that can then benefit from decisions and verbs today to move toward future desired in it.

Third: Dimensions of strategic foresight

1- Capabilities scanning environmental

Indicates scanning environmental to the examination methodical for the environment external and the interior. To determine powers and techniques the main, and put competitors the presidents and organize processes that lead to action change. and done determine domain process scanning environmentally frequent. From during term chronological the chosen that identifies period temporal that should be covered, has ranges this time horizon from near term (until 1 year) to the long term (more than 10 years) in the future (Paliokaite et al., 2014). in state of environments high the speed / complexity that is characterized by change fast and uncertainty, should that is being scanning environmental continuously, therefore can that is being horizon chronological limited. Extremely from yes keeping up opportunities trans (Amniattalab & Ansari, 2016). From the foregoing, the researchers define environmental scanning capabilities as capabilities possessed by the organization that enable it to know and investigate the signals sent by its internal and external environment (public and private). customer needs.

2- Capabilities the choice the strategist

Can that produce about scanning environmental destiny big from data dispersed, and from then then step the second in process foresight the strategist she determine and choose that the parts and cut self relationship that can use to develop picture knit about the future (Amniattalab & Ansari, 2016).

need organizations in her work to analysis knowledge foreign recall many from studies foresight the strategist to the that analysis the information that it was completed access to her he is an item basis in operations foresight, and analysis takes into account consideration part from the facts

Around Past , and circumstances futuristic potential , and plans and goals that Complete Analyze it From Before managers, as it helps Moreover in look in wider Collection possible From alternatives reasonable during evaluation options or decisions that effect on me system, and this is useful in generating future alternative, as Vision and planning necessary to pick the future the favorite and its inclusion in planning the strategist and layout activity, The vision help in Create future favorite capture in the form of Imaginary Values the organization explain Contribute Unique that frame see her to go on ahead(Paliokaite,2013:46).

In conclusion, the capabilities of strategic choice can be described as the ability of decision makers in the organization to select data and information that can serve as a basis for future knowledge and in a way that enables the identification of appropriate scenarios that contribute to the embodiment of the organization's vision and strategic plans.

3- Capabilities of integration

indicate Capabilities integration to me integration the information based to me Knowledge and directed Toward the future in operations the organization and platforms technology future, and plans development Products new, as it requires tracking this is visions ideal commitment with resources and experience that Complete distributed in the form of natural in all Sections the organization(Amniattalab&Ansari,2016:11).

And from Yes Benefit From Capabilities this is Knowledge there need To develop Base Knowledge own in the organization to enable it From(re)to organize exploration and investment Opportunities and borders specified in cases emergency, and therefore the leadership role must be determined and coordinate Processes organizational as operations intrinsic Additional support integration Resources organizational trying to strive to me access to the future Ideal, as the leadership indicate to me commitment Administration by generating Explanation subscriber For the future From During packing continuous for visions different for the parties effective organizationalPaliokaite et al.,2014:165).From the above, it can be said that the capabilities of integration indicate the organization's ability to integrate its knowledge base and coordination, as well as the possession of the leadership skills and qualifications required for a constructive integration of organizational resources.

Fourth: The concept of organizational ingenuity

Prepare dexterity organizational From Concepts mission in many From fields but she did not get interest The necessary, although it has been around for decades, and its use in Research Scientific did not not Except in the years Last , since dexterity organizational Refers to Ability on me to have All From creativity progressive and intermittent in same the time(Simsek,2009:98). dexterity no Related Just in the organization on me Investigation Efficiency and creativity or competition in Markets Multiple , But Related Develop Capacity necessary to compete in markets and techniques new that managed the organization From stay in Confrontation conditions market variable(O'Reilly et al., 2013:15).

stated(Lampel et al.,2014:467) that dexterity organizational she area the subject organizational , that Perfects negotiation about the border organizational , and realize completely limitations and limitations that impose it the organization bureaucracy On its affiliates, it depends dexterity organizational on me individuals and groups Whose They have motivation to act in the form of creative From During reward intrinsic that mostly What accompany Solution the problems creative .

and knew her(O'Reilly& Tushman,2011:7) as an ability organizations Business To follow two things not Similar in same the time as an investment time and search About Opportunities new, and efficiency and flexibility, And the cost low and response for requests the customer, alignment and adaptation, and profit and growth long-term As well as profit and growth is short longevity. As for (Başkarada et al.,2016:2)He sees it as an ability the organization on me Management Ingredients Complicated and conflicting in same the time, Such as exploration with investment, and efficiency with potency, and creativity the root with creativity continuous, alignment with Adaptation.touched(Ramukumba,2017:21) to it's ability on me investment and exploration picture dynamism ongoing Particularly When Working organizations in environments variable and change

sure, so lie dexterity organizational in capacity leaders in organizations on me take Options strategy in Confrontation the changes intermittent And as it lies dexterity in sensor organizations with chances and evaluation Opportunities and threats in environment Business, and investment and compilation and crowd efforts and resources to face Threats and competition. he pointed(Clauss et al., 2020:4) to it's ability the organization on me Exploit Processes commercial current levels High From Efficiency during search About chances New and innovations drastic(Such as exploration)in same the time , Or is it the ability? the organization on me tracking directions The strategy competing in time One.

From the foregoing, it can be defined organizational dexterity as The organization's ability and effectiveness in managing conflicting components with the intention of creating value, including the organization's ability to allocate the resources required to achieve success in exploration and investment activities.

Fifth: The importance of organizational ingenuity

Organizational Ambidexterity gained as a Organization's ability to Harmony and work efficiently In its management of today's business requirements, Add to her ability to Simultaneously adapt to changes in the environment, a growing interest in recent years, so Researchers have used ingenuity to analyze many important regulatory phenomena. Its importance has been noted across the areas of strategic management, innovation, organizational learning, technology and adaptation management, organization theory, and organizational behavior. In addition, the university's importance of ingenuity is evident in many commandments Introduction to improving organizational performance, adaptation, and survival Simsek, 2019: 99).

as she got dexterity interest growing in the years Last , if I started organizations feel necessity Possess the ability on me Adaptation because of Change fast tech and troubles political and crises Economic in Period Last . and ingenuity organizational One of the most important issues in the field industrial and fields Administration organizational and knowledge has I became today self Importance big and decisive for organizations because of Circumstances Competitiveness strong and conflicting between Subdivisions for organizations within environments variable (Datta, 2011: 7; Venugopal et al., 2019: 888).

explain Organizational ingenuity The degree to which organizations deploy investment and exploratory innovation patterns and reflects the simultaneous pursuit of both, investment patterns focus on improving current cash flows and refer to the conditions in which organizations operate within known, predictable and relatively safe limits of knowledge, while exploratory mode focuses on experimentation and discovery to create future cash flows) Hughes et al., 2020: 6).

Sixth: - Dimensions of ingenuity organizational

1- investment optimum for current opportunities

Indicates investment optimum for opportunities to me capacity the organization on me to improve Activities to create Values in duration near ,so contribute investment to meet the needs and desires Existing customers in markets current, seeks To expand Knowledge and skills current as well expansion goods and services current with a plus channels distribution current also In addition to taking into account the opportunities that look Outside environment the organization which represent the odds to grow and get on me advantage competitive sustainable (Harlan, 2018: 2). He pointed out (Hernández et al., 2020: 13) to me that investment concept Opportunities includes all Opportunities existing in environment a job the organization that represent possibilities for growth and get on me advantage competitive sustainable , and there some chances that can the organization that invest it Such as Presence customers Renew and expand in market From During goods and services existing or From During Subtract products New to me markets And also Ability on me diversification in goods and services that From Shana that Increase productivity or Increase from level the quality.

From the foregoing, investment can be defined optimum to current opportunities as a process renewal Aims to me benefit Menu the origins existing in organization Menu through improvement or improvement use it, It includes learning investment on two operations They are knowledge transfer,

and apply Knowledge ,so Indicates the transfer for skill the organization in to merge Knowledge new with Knowledge existing Menu before, mother Application Fisher to me skill organization in executing technology and adapting producer new, and can division investment to me investment internal from through learning progressive the simple, and investment external About road Use assets existing in context Different.

٢- search About Opportunities new

that search About Opportunities new Represent capacity the organization to head Quickly Toward Opportunities New and ready to adapt for markets volatile, lead search About Opportunities new to me Appearance of customers and markets New,and configure channels distribution New Search about opportunities new Requires knowledge New Different About Knowledge current and distinct search And the difference and flexibility (Harlan,٢٠١٨:٢). And through the search process About Opportunities new Before organizations Horizons of creativity in its products new or in modalities show it for products, To develop resources and capabilities New, if that organizations that adopt cleverness Searching for new opportunities characterized flexibly high From During Method cooperative with learning with a goal Determine projects self Risks high(Ojha et al.,٢٠١٨:٢١٦). and see (Hernández et ., ٢٠٢٠:١٣) in tariff to explore that he proces Submit Producer new or to improve Producer current or Submit or design proces productivity new or to improve proces productivity existing And that to meet and satiate needs customers and their desires As well as About finding Opportunities new to attract customers and adaptation for requirements market and more capacity the organization on me The competition in markets Than Lead to me growth and survival and evolution the organization. From the foregoing, the search can be defined About Opportunities new as operations search About acquaintances and solutions innovative, From During the work on me development Visions New To expand Al-Qaeda Cognitive for the organization with a goal finding flexibility About road entrance open minded on me learning From During Experience and direct in Application Creations self risk high linked presenting products New What boost From Competitiveness and own Ability predicting needs market or search About Markets New.

The practical aspect of research

First: coding and characterizing the study variables

For the purpose of facilitating the statistical analysis process, the variables included in the study were replaced by a set of symbols and abbreviations shown in the table (٢).

schedule (٢) characterization Study variables

code		number of paragraphs	The dimension	variable
STFO	SFES	٢٠	٦	Strategic Foresight
	SFSC		٨	
	SFIN		٦	
ORAM	OAOI	١٢	٦	organizational dexterity
	OASN		٦	

Second, the normal distribution test

١-Test for the normal distribution of a variable Strategic Foresight

Variable paragraphs Strategic Foresight Significant values greater than (٥%) according to the Klumgrove test-Siemenrov and Shapiro-Wellek test), which means that the data of the studied population does not differ significantly from the normal distribution, which means that the distribution of the sample data is almost similar to the normal distribution and does not suffer from skewness or flatness.,and the table(٣ The distribution of the study data shows a normal distribution.

schedule (٣) The results of the normal distribution of a variable Strategic Foresight

P-value	Sha-Wil	Kol-Smi	paragraphs	Sha-Wil	Kol-Smi	paragraphs
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P> ٠.٠٥	٠.٨٥٨	٠.٢١٠	SFSC٥	٠.٨٧٨	٠.١٨٤	SFES١
P> ٠.٠٥	٠.٨٠٥	٠.٢٣٦	SFSC٦	٠.٨٨٢	٠.٢٦١	SFES٢
P> ٠.٠٥	٠.٨٧٧	٠.٢٦٤	SFSC٧	٠.٩٠٢	٠.٢٠٩	SFES٣
P> ٠.٠٥	٠.٨٤٦	٠.٣٠٣	SFSC٨	٠.٨٨٢	٠.٢٥٥	SFES٤
P> ٠.٠٥	٠.٨٨٨	٠.٢٣٠	SFIN١	٠.٨٥٣	٠.٢١٠	SFES٥
P> ٠.٠٥	٠.٨٩١	٠.٢٣٣	SFIN٢	٠.٨٦٧	٠.٢٠٨	SFES٦
P> ٠.٠٥	٠.٨٠٣	٠.٢٦٨	SFIN٣	٠.٨٥٧	٠.٢٢٠	SFSC١
P> ٠.٠٥	٠.٨٦٨	٠.٢٠٩	SFIN٤	٠.٨٧٣	٠.٢٣٥	SFSC٢
P> ٠.٠٥	٠.٨٦٤	٠.٢٥٦	SFIN٥	٠.٨٨٧	٠.٢٥١	SFSC٣
P> ٠.٠٥	٠.٩٠٦	٠.٢٠٤	SFIN٦	٠.٨٦٦	٠.٢٥٧	SFSC٤

٢-Test for the normal distribution of a variable organizational dexterity

schedule(ξ Describes the results of the normal distribution of a variable Organizational dexterity.

schedule (ξ) The results of the normal distribution of a variable organizational dexterity

P-value	Sha-Wil	Kol-Smi	paragraphs	Sha-Wil	Kol-Smi	paragraphs
P> ٠.٠٥	٠.٨٩٩	٠.٢١٦	OASN١	٠.٨٧٢	٠.٢٥٠	OAOI١
P> ٠.٠٥	٠.٨٧٢	٠.٢٠١	OASN٢	٠.٨٩٤	٠.٢٠٧	OAOI٢
P> ٠.٠٥	٠.٨٩٥	٠.٢٢٣	OASN٣	٠.٨٥١	٠.٢٥١	OAOI٣
P> ٠.٠٥	٠.٩٠٣	٠.١٨٣	OASN٤	٠.٨٩٦	٠.١٩٨	OAOI٤
P> ٠.٠٥	٠.٨٩٧	٠.٢١٠	OASN٥	٠.٨٦٩	٠.٢٥٦	OAOI٥
P> ٠.٠٥	٠.٨٦٥	٠.٢٤٢	OASN٦	٠.٩٠٢	٠.١٩٧	OAOI٦

Third: The reliability and structural validity of the measuring instrument

Reliability refers to the consistency of the study scale and the stability of the results that can be obtained from the scale over different periods of time. (Bartholomew, ١٩٩٦: ٢٤). The structural stability of the measuring instrument is verified by using Cronbach's alpha test, and the reliability coefficient of the instrument was calculated using the Cronbach's alpha correlation coefficient shown in the table (٥).

The study variables were obtained according to the results of the table (٥) of Cronbach's alpha coefficients for the three measures that all values ranged between (٠.٩٠٧-٠.٨٨٨), which are statistically acceptable in university and behavioral research because their value is greater than (٠.٧٥) (Nunnally & Bernstein, ١٩٩٤: ٢٩٧), which indicates that the study measurement tool measures are characterized by internal consistency and stability, and the results show the credibility of the measurement tool variables in a way. fit With the responses of the study sample.

Table (٥) Structural stability parameters of the measuring instrument

Validity parameters of the measuring instrument	Parameters of Cronbach Alpha		paragraphs	The dimension	variable
٠.٩٤٣	٠.٩٤٩	٠.٨٩٠	٦	Environmental scanning capabilities	Strategic Foresight
	٠.٩٤٨		٨	Capabilities the choice the strategist	
	٠.٩٥١		٦	Capabilities integration	
٠.٩٤٤	٠.٩٤٢	٠.٨٩١	٦	investment optimum for opportunities	organizational dexterity
	٠.٩٥٢		٦	search About Opportunities new	

Source: prepared by the researcher based on the outputs of the statistical package (SPSS.V.٢٧).

Fourthly:-Description of the study variables

١- the independent variable Strategic Foresight

The independent variable strategic foresight according to the outputs of Table (٦) has a high arithmetic mean (٣.٦٥) and a trend towards agreement and a standard deviation of (٠.٤٣٩), which means that university leaders in universities and colleges realize the importance, and this has received a relative interest of (٧٣%), to indicate To the homogeneity of the opinions of the sample and their agreement on the Enhances the learning and entrepreneurial capabilities of embedded organizations in high-changing environments, as well as The ability to create and maintain a variety of high-quality future perspectives and apply emerging insights in organizationally useful ways to detect adverse conditions and guide policy and strategy to explore chances and services New, and this variable was measured through the strategic choice capabilities dimension, as it had the highest arithmetic mean (٣.٨١) towards agreement, and with a standard deviation (٠.٥٢١), which means the awareness of university leaders in universities and colleges It detects, interprets and responds to weak signals, and therefore works to quickly identify those relevant signals, explore them further, seize opportunities before competitors, or identify early signs of problems before they develop into major problems., and this received a good relative interest (٧٦%), as the answers of the study sample showed a remarkable interest in the dimension of environmental scanning capabilities with a mean (٣.٦٢) and a standard deviation (٠.٥٨٨), and with a relative interest (٧٢%) good through Enhances the ability of universities to understand the risks, emerging opportunities, drivers, resources, evolution, and reasons associated with alternative decisions, which leads to constitute a possible, reasonable or probable future space, so that universities can make informed and better equipped decisions on issues related to their overall strategic plans and the means to achieve their long-term goals.

Table (٦) display the results of a variable Strategic Foresight

order of importance	Relative importance	standard deviation	answer level	the direction of the answer	Arithmetic mean	Paragraph	
٣	٧٣%	١.٠٥٨	high	I agree	٣.٦٦	We have an active network of contacts with the scientific and research community.	SFES١
٥	٧٠%	٠.٩٧٧	high	I agree	٣.٥	We collect information about related patents	SFES٢
٦	٦٥%	١.٢٤٢	Mode rate	neutral	٣.٢٦	We solicit expert opinions about the use of surveys, committees, workshops, interviews, and one-on-one meetings.	SFES٣
٤	٧٢%	١.٠٣٧	high	I agree	٣.٦٢	We do the survey in all areas (technology, competitors, customers, social and cultural environment).	SFES٤
٧	٧٧%	٠.٨٦٢	high	I agree	٣.٨٦	We are looking for developments in sectors we are not currently operating in.	SFES٥
٢	٧٧%	٠.٩٨٧	high	I agree	٣.٨٦	We study issues, trends and new technologies related to education and scientific research that have not received sufficient attention yet	SFES٦
٧٢%	Relative importance		٣.٦٢	Arithmetic mean	Dimension rate of environmental scanning capabilities		
			٠.٥٨٨	standard deviation			
٤	٧٧%	١.٠٠٥	high	I agree	٣.٨٣	We analyze potential future conditions in detail Which could affect the strategic choice	SFSC١
٥	٧٥%	٠.٩٩٤	high	I agree	٣.٧٧	We have predictions about possible future conditions.	SFSC٢
٨	٧١%	١.٠٦٨	high	I agree	٣.٥٦	We prepare several scenarios to describe future conditions	SFSC٣

٣	٧٧%	٠.٨٩٠	high	I agree	٣.٨٤	havesystematic processtovision developmenttwat.	SFSC٤
٢	٧٧%	٠.٨٨٦	high	I agree	٣.٨٤	haveTechniquesto applyVision, eg balanced scorecard, road mapping	SFSC٥
١	٨٣%	٠.٨٣٩	high	I agree	٤.١٦	Our organizational visionAcross all levels, functions and departmentsagreed	SFSC٦
٧	٧٤%	٠.٩٣١	high	I agree	٣.٦٨	We develop our sectoral plans (at the level of functions and departments) to improve and revitalize the college's strategy	SFSC٧
٦	٧٥%	٠.٩٤	high	I agree	٣.٧٧	We have a clear scale to compare business performance and achieve goals and objectives	SFSC٨
٧٦%	Relative importance	٣.٨١	Arithmetic mean		Strategic Choice Capabilities Dimension		
		٠.٥٢١	standard deviation				
٤	٧٠%	١.٢١٧	high	I agree	٣.٤٨	We have regular stimulating methods to achieve a broader vision (appreciationby senior management and/or financial rewards).	SFIN١
٦	٥١%	٠.٩٨٣	Mode rate	neutral	٢.٥٥	College Council encourages On the process of obtaining information from the external environment	SFIN٢
١	٨٣%	٠.٨٤٦	high	I agree	٤.١٤	The College Council is working onCoordinate the activities of the various departments well.	SFIN٣
٣	٧٥%	٠.٩٢٢	high	I agree	٣.٧٥	Each employee is expected to build and maintain a network of formal and informal relationships and communications to work with units and departmentsother.	SFIN٤
٢	٧٦%	١.٠٠٤	high	I agree	٣.٧٩	BeingShare information freely across functions and hierarchical levels.	SFIN٥
٥	٦٧%	١.٠٨	Mode rate	neutral	٣.٣٧	CompleteEncouraging continuous learningand generateChanceTo developskillsand capabilities learning	SFIN٦
٧٠%	Relative importance	٣.٥١	Arithmetic mean		Integratation Capabilities Dimension Rate		
		٠.٥٨٦	standard deviation				
٧٣%	Relative importance	٣.٦٥	Arithmetic mean		rate variable strategic outlook		
		٠.٤٣٩	standard deviation				

SourcePrepared by the researcher based on the program (SPSS.V.٢٧)

٢- Dependent Variable (Organizational Acuity)

The dependent variable showed organizational skill according to the outputs of the table (٧) on a high arithmetic mean (٣.٤٧) and a trend towards agreement and a standard deviation of (٠.٥٦٩), which means that university leaders in universities and colleges realize the importance of achieving a balanced level between the optimal investment of opportunities and the search for new opportunities, in a way that contributes to enhancing the investment of current resources and revealing new capabilities. As well as allocating resources to achieve success in investment and exploration activities, and this has received a relative interest of (٦٩%), indicating the homogeneity of the sample's opinions and their agreement on the simultaneous pursuit of investment and the discovery of its internal and external resources to achieve success in managing its current business, and improving its ability to adapt with The surrounding environmental changes, and this dimension has gained relative attention (٧٠%), and this variable has been measured through the search for new opportunities dimension as it has the highest arithmetic mean (٣.٥٢) directed towards agreement, and

with a standard deviation (0.664), which means realization University leaders in universities and colleges for importance. The ability to invest and explore in a dynamic and continuous manner, especially when organizations work in changing and uncertain environments, as the answers of the study sample showed a remarkable interest in the dimension of optimal investment for opportunities with an arithmetic mean (3.43) and a standard deviation (0.089), and with a relative interest (69%) good through development. Existing business operations at high levels of efficiency while simultaneously searching for new opportunities and radical innovations (such as exploration).

Table (V) display the results of a variable organizational dexterity

order of importance	Relative importance	standard deviation	answer level	the direction of the answer	Arithmetic mean	Paragraph	
6	63%	0.998	Moderate	neutral	3.13	Real investment in college means exceeding the limits of current needs and services	OAOI ¹
2	72%	0.987	high	I agree	3.08	The college is constantly innovating new services	OAOI ²
1	73%	0.813	high	I agree	3.60	The college is experimenting with new services in the local education sector	OAOI ³
4	70%	1.004	high	I agree	3.01	The college takes advantage of the opportunities presented by the new job market	OAOI ⁴
3	70%	0.900	high	I agree	3.01	The college uses modern teaching aids regularly	OAOI ⁵
5	63%	1.072	Moderate	neutral	3.16	The college regularly seeks to approach new customers in the environment	OAOI ⁶
69%	Relative importance		3.43	Arithmetic mean	Optimum Investment Dimension Ratio		
			0.089	standard deviation			
5	68%	0.988	high	I agree	3.42	The college administration's efforts focus on improving current activities	OASN ¹
1	70%	0.933	high	I agree	3.74	The college regularly implements minor modifications to existing services	OASN ²
3	70%	0.963	high	I agree	3.0	The college works to improve the efficiency of its service offerings for society	OASN ³
6	67%	1.081	Moderate	neutral	3.33	The college is working to take advantage of economies of scale in current markets	OASN ⁴
4	69%	0.976	high	I agree	3.46	The college expands its services to current and future clients	OASN ⁵
2	73%	0.9	high	I agree	3.60	The college administration seeks to reduce the cost of internal operations as an important goal for it	OASN ⁶
70%	Relative importance		3.02	Arithmetic mean	Dimension of search for new opportunities		
			0.664	standard deviation			
69%	Relative importance		3.47	Arithmetic mean	variable rate organizational dexterity		
			0.069	standard deviation			

Source Prepared by the researcher based on a program (SPSS.V.27)

Fifth: Hypothesis testing

1)- Correlation hypothesis

The first main hypothesis

The rationale for this hypothesis (There is a statistically significant correlation between strategic foresight and organizational Ambidexterity)

The results of Table (A) show that there is a correlation statistically significant between strategic foresight and organizational ingenuity. Its strength is (0.468), which is a moderate direct relationship. The results also showed that there is a correlation between strategic foresight and dimensions of organizational Ambidexterity that ranged between (0.290-0.072), which means that university

leaders of private universities and colleges realize the importance of the relationship between strategic foresight and organizational Ambidexterity.

Table (٨) the correlation matrix between strategic foresight and organizational Ambidexterity

organizational Ambidexterity	Searching for new opportunities	Optimum investment opportunity	Strategic Foresight	Integration capabilities	Strategic choice capabilities	Environmental scanning capabilities	Variables
						١	Environmental scanning capabilities
					١	.٤٢٤**	Strategic choice capabilities
				١	.٤٤٦**	.٣٥٣**	Integration capabilities
			١	.٧٧٩**	.٧٨٣**	.٧٧١**	Strategic Foresight
		١	.٥٧٢**	.٤٠٠**	.٤٣٢**	.٥٠٠**	Optimum investment opportunity
	١	.٦٥٠**	.٢٩٥**	.١٥٦*	.٢٧٩**	.٢٥٨**	Searching for new opportunities
١	.٩١٩**	.٨٩٦**	.٤٦٨**	.٢٩٨**	.٣٨٦**	.٤٠٩**	organizational Ambidexterity
**. Correlation is significant at the ٠.٠١ level (٢-tailed).						Sig.= ٠.٠٠٠	
* . Correlation is significant at the ٠.٠٥ level (٢-tailed).						N= ١٤٩	

Secondly: the effect hypothesis

The researcher will test the hypotheses of direct effect and multiple influence through the structural model (Structural Model) using structural equation modeling through the use of the program (AMOS.V.٢٦). The structural model consists of a set of independent and dependent variables, as the independent variables are linked with the dependent variables through a one-way arrow (regression paths). The independent variables may be related to each other through a two-way arrow. The validity of the hypotheses is verified through the transactions on the shares, whether between the independent variables and the dependent variables (standard beta coefficients). This statistical technique is more sophisticated and accurate than multiple regression analysis because it takes into account the suitability of the data to the model that is assumed from relationships, and therefore it is possible to explore the level and direction of influence relationships between the study variables and at the level of direct influence and multiple influence as follows:

The rationale for this hypothesis (There is a statistically significant effect relationship between strategic foresight and organizational Ambidexterity)

Figure (٧) shows the structural structure of the impact of strategic foresight on organizational Ambidexterity, as the results of Table (٩) show that the more university leaders realize the importance of strategic foresight in their operations, the more this leads to improving the organizational ingenuity of faculty members, in addition to the increase in interest in strategic foresight by an amount One standard weight leads to an improvement of organizational dexterity by (٠.٦٠٧) and with a standard error of (٠.٠٩٤), which means that university leaders of private universities and colleges realize the importance of having a significant impact of strategic foresight on organizational virtuosity as it works on Identify, evaluate and use weak signals from their sources (political, social, cultural, competitive environments, science and technology) to identify threats and opportunities at an early stage, thus enabling universities to identify the methods, methods, actors, processes and system needed to enhance their competitive position.

Table (9) Outputs of the impact of strategic foresight on organizational virtuosity

probability (P)	R ²	critical ratio	standard error	Standard Estimates	regression path		
0.027	0.219	6.408	0.094	0.607	organizational dexterity	<---	Strategic Foresight

Table (10) Outputs of the impact of the dimensions of strategic foresight on organizational ingenuity with its dimensions

probability (P)	R ²	critical ratio	standard error	Standard Estimates	regression path		
0.001	0.230	3.370	0.080	0.270	organizational dexterity	<---	Environmental scanning capabilities
0.010		2.096	0.094	0.244	organizational dexterity	<---	Strategic choice capabilities
0.229		1.198	0.081	0.097	organizational dexterity	<---	Integration capabilities

Based on what has been presented, the fourth main hypothesis can be accepted, which states (There is a statistically significant effect relationship between strategic foresight and organizational Ambidexterity).

Conclusions and Recommendations

Conclusions

1- Perception of university leaders in private universities and colleges for importance. Continuously follow and adapt to changes in the internal and external environment, gather and use information quickly, and respond to market changes quickly.

2- The results showed the interest of university leaders in private universities and colleges for importance. Building effective responses through foresight activities that aim to define responses in the present while guiding the unforeseen future. Therefore, understanding the context of the universities' environment is critical in determining current and future tasks.

3- The focus of university leaders in private universities and colleges on continuing to realize, explore, and respond to environmental requirements for the purposes of investing in the market position and achieving competitive advantage, which thus represents a systematic trend towards change when change is required.

4- University leaders in private universities and colleges are keen to address the absence of an incentive to think about the future, rewards, an ignorant job system, and limited interest from internal stakeholders may expose universities to losing their integrative capacity, and therefore if universities can encourage their employees to open up and disseminate external information effectively across universities, it can then be expected that this measure will strongly support their ability to maintain a competitive advantage in times of intermittent change.

Recommendations

1- The need for universities to identify, evaluate and use weak signals from their sources (political, social, cultural and competitive environments, science and technology) to identify threats and opportunities at an early stage, which requires universities to identify the methods, methods, actors, processes and system necessary to enhance their competitive position.

2- Private universities and colleges should increase their interest in providing a new service or improving an existing service or introducing or designing a new production process or improving an existing production process in order to meet and satisfy the needs and desires of customers, which requires them to find new opportunities to attract customers and adapt to market requirements and increase the ability of universities to compete in the markets, which leads to growth, survival and development Universities.

3-The need for private universities and colleges to be keen to achieve a balanced level between the optimal investment of opportunities and the search for new opportunities, which requires them to enhance the investment of current resources and reveal new capabilities, as well as allocate resources to achieve success in investment and exploration activities.

4-Private universities and colleges should focus on owning itThe ability to exploit market opportunities, adapt to changes in the business context, discover opportunities, threats and risks, and rapidly launch new strategic initiatives, requiring universities to redistribute their resources efficiently and effectively and redirect their resources in order to create value and protect (and capture) high-return activities As required by internal and external conditions.

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