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EMPOWERMENT STRATEGY AND ITS IMPACT ON ORGANIZATIONAL FORESIGHT: AN EXPLORATORY STUDY; UNIVERSITY OF DUHOK

MASTER THESIS

SUPERVISOR

Asst. Dr. Hatice GÖKÇE DEMIREL

PREPARED

Ayoub Ali MUSTAFA

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ABSTRACT

Master's Thesis

Empowerment Strategy and Its Impact on Organizational Foresight: An Exploratory study; University of Duhok

Ayoub Ali MUSTAFA

Firat University
Social Science Institute
Business Administration Department
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The investigating influence of empowerment strategy (ES) on organizational foresight (OF) is the focal point of this study. Thus, this study aimed to highlight the impact test and relationship between the dimensions of (ES) which are; communication & information availability, establishing team-work, motivation & training, leadership style, and creative behavior development with dimensions of (OF) that involve; environmental scanning, strategic selection, integrating capabilities, and scenario thinking.

Therefore, the descriptive-analytical method was applied to perform this study. Subsequently, the current study used a randomly stratified sample method that encompasses academics and managerial leaders in a number of faculties at the University of Duhok. Therefore, after conducting a pilot study, the questionnaire survey has been modified and adopted to achieve the study objectives, where the overall indicator of Alpha-Cronbach was recorded (0.979). In contrast, the questionnaire survey has been sent to (121) leaders of the targeted sample, (108) forms were collected and validated for analyzing and testing with a response rate scored (89%) of the sample frame. Consequently, the study inferred several findings and suggestions, the most critical results recorded (79%) as overall agreements. Finally, the study found a positive significant impact and association between (ES) and (OF), this meant the university is leading to raising the foresight processes level.

Keywords: Empowerment Strategy (ES), Organizational Foresight (OF), Academic and Managerial leaders, University of Duhok (Uod), and Iraq.

ÖZET

Yüksek Lisans Tezi

Güçlendirme Stratejisi ve Örgütsel Öngörü Üzerindeki Etkisi / Açıklayıcı Bir Araştırma: Duhok Üniversitesi

Ayoub Ali MUSTAFA

Firat Üniversitesi
Sosyal Bilimler Enstitüsü
İşletme Ana Bilim Dalı
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Güçlendirme stratejisinin (ES) örgütsel öngörü (OF) üzerindeki etkisi bu çalışmanın odak noktasıdır. Çalışmada iletişim ve bilgi kullanılabilirliği, ekip çalışması, motivasyon ve eğitim, liderlik tarzı ve yaratıcı davranış geliştirmeyi içeren güçlendirme stratejisi ve çevresel tarama, stratejik seçim, bütünleştirme yetenekleri ve senaryo düşünmeyi içeren örgütsel öngörü boyutları üzerindeki etkisini ortaya koymayı amaçlamaktadır. Buna bağlı olarak, bu çalışmayı gerçekleştirmek için betimsel-analitik yöntem uygulanmıştır. Daha sonra Duhok Üniversitesi'ndeki bir dizi fakültede akademisyenler ve lider yöneticileri kapsayan rastgele tabakalı bir örnekleme yöntemi ile test edilmiştir. Bir pilot çalışma yürüttükten sonra, Alpha-Cronbach'ın genel göstergesinin kaydedildiği (0.979) çalışma hedeflerine ulaşmak için anket soruları yeniden düzenlenmiş ve adapte edilmiştir.

Anket 121 fakülte yöneticisine gönderilmiş ve 108 sağlıklı anket formu toplanmıştır. Örneklem çerçevesinde anket yanıtlama oranı %89'dur ve analiz için yeterlidir. Araştırma sonucu birkaç bulgu ve öneriyi ön plana çıkmıştır. En kritik sonuçlar %79 ile genel uzlaşı olarak kaydedilmiştir. Son olarak, çalışma Örgütsel Güçlendirme'nin Örgütsel Öngörü üzerinde pozitif yönde istatistiki olarak anlamlı bir etkiye sahip olduğunu ve güçlendirme stratejisinin örgütsel öngörü seviyesini yükselttiğini ortaya çıkarmıştır.

Anahtar Kelimeler: Güçlendirme Stratejisi, Örgütsel Öngörü, Akademik ve İdari liderler, Duhok Üniversitesi ve Irak.

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ELAZIĞ-2021   **Ayoub Ali MUSTAFA**

LIST OF ABBREVIATIONS

BBC	**:**	British Broadcasting Corporation
CEO	**:**	Chief Executive Officer
CF	**:**	Corporate Foresight
CIPD	**:**	Chartered Institute of Personnel and Development
COVID -19	**:**	Coronavirus Disease 2019
DV	**:**	Dependent Variable
ES	**:**	Empowerment Strategy
FOREN	**:**	Foresight for Regional Development Network
FTA	**:**	Future-Oriented Technology Analysis
HRM	**:**	Human Resource Management
IV	**:**	Independent Variable
MBO	**:**	Management By Objectives
OE	**:**	Organizational Empowerment
OF	**:**	Organizational Foresight
R&D	**:**	Research and Development
ROI	**:**	Return on Investment
SMEs	**:**	Small and Medium-Sized Enterprises
SPSS	**:**	Statistical Package for the Social Sciences
UNIDO	**:**	United Nations Industrial Development Organization
UoD	**:**	University of Duhok
VUCA	**:**	Volatility, Uncertainty, Complexity, and Ambiguity

CHAPTER ONE

1. INTRODUCTION

Chapter one copes with an overview of the study's introduction that covers background, the rationale for this study, problem statement & questions of the study, study objectives, study significance, study terms, study limits, and dissertation's structure in order to reach the aims of the study.

1.1. Background

Surviving and well-established enterprises for business models becoming compete in a so-called VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) belong with hyper-competition triggered by the ongoing growth enabled throughout information technology (Stewart et al., 2016:241). Unpredictable, triggered by the borderless digitalization in most sectors and unanticipated trends like the (COVID-19) crisis threatens institutions existentially where adapting to these economic environment climates through existing agility decides the organization's future (Semke and Tiberius, 2020). Consequently, the global economy has been shifted from an industrialized economy into knowledge economies (Drucker, 1993). In the last few decades, numerous management practices provide clear lenses, instruments, resources, and methods that can enable institutions to thrive and perform better under these circumstances, by the way between them, the empowerment strategy (ES) and organizational foresight (OF) are two dominant ones between practitioners and scholars in the field of strategic management and development organizations.

In this regard, a study performed by (Francescato and Aber, 2015) reported that empowerment would provide the capacity to thrive potential, access information, access resources, encourage growth and creativity. Accordingly, its currency between practitioners can be highlighted by a CEO's opinions, who noted that "no vision, no strategy can be implemented without qualified and empowered staff" (Argyris, 1998:98). In the meantime, a survey according to a characteristic sample of (564) UK industrial corporations concluded that apart from only (23%) had broadly proved empowerment, whereas (72%) had shown some levels of empowerment initiatives that

been used in a recent couple of years and planned to enhance it further (Wall et al., 2004:1).

Subsequently, the current study copes with empowerment as a strategy and foresight practices, where empowerment within this framework raises the foresight procedures, which is updated by the management and organization scholars such as management by objectives (MBO) and results, management by exception, participatory management, and crisis management. In this context, empowerment and its mechanisms can be replaced as an alternative to this set of approaches, based on organizational foresight as an integral part of the empowerment process in order to raise the performance in this sector.

According to the literature, there are limited studies focused on empowerment strategy (Sazkaya & Dede, 2018). Besides, a paucity of studies has concentrated on foresight (Semke & Tiberius, 2020), which stated remain opaque.

Therefore, to bridge this gap in research, the present study was conducted to investigate the effect of empowerment strategy on organizational foresight; hence, the findings outline that empowerment and foresight aimed to renew organizations to overcome future trends. In this regard, the principal purpose of the present study is to examine the influence of both empowerment and foresight in the context of Duhok University belong with a refreshing and reviewing the literature with the recent instruments and techniques with taking into account different barriers confronting the academic institutions as noted above makes this research more valuable because it offers solutions to the dilemma of the implementing the empowerment strategy and foresight for practitioners by illuminating the outcomes and methods for adopting further proposals which will be crucial in accelerating to it.

1.2. The Rationale for this Study

Behavioral sciences aim to research and interpret human behavior within business organizations to predict this behavior accurately and put it on the path that contributes to achieving organizations' objectives. Moreover, the value of this science increases due to further issues of human interactions in organizations, including low self-motivation to work, lack of team spirit among staff, low productivity, and also the rapid environmental trends that threaten businesses and organizations, they must work to improve its performance in order to remain its business in the sector (Al-Ta'e, 2009).

Arguably, the original value of this study is to find out from the most significant reasons why the subjects in this study are chosen this due to managers and staff in most faculties needs to create an empowering climate to activate foresight practices which have had an essential effect on developing higher education resources and projects. In this sense, academic institutions' future activities are to achieve economic, social, humanitarian, and technological trends. Moreover, to build proactive behavior at the top and middle levels needs to promote foresight practices in academic institutions to be studied at a holistic level to assess the vital role that plays empowerment on the foresight at faculties of Duhok University. In this context, all these factors add to the University's values and improve its capacity to practicing further foresight and empowerment styles.

1.3. Problem Statement

For some time now, there has already been an argument that foresight lacked a cohesive theoretical foundation. Meanwhile, the discussion about the foresight activities is insufficient to clarify the extent of the theorization field. Therefore, most scholars suggest that empowerment studies or innovation practices would provide a basis for foresight theory. Likewise, some other researchers suggest that strategic thinking, known as crucial futures studies, presents a theoretical foundation that conducts foresight and futures research. Hence, others have instead clarified philosophy and various theoretical frameworks (Piirainen and Gonzalez, 2015:3).

Accordingly, there are numerous arguments on why organizational foresight should attract authors. Firstly, foresight and foresight approaches are well-known fields and have been practically implemented for a long time. Interestingly, organizational foresight as a theory is very recent and emphasizes incorporating these forward-looking approaches into strategic decision-making. In this manner, organizational foresights give insights into firms' operational environment such as opportunities, barriers, identify, creativity, and bring new competitive space. Secondly, apart from studies on organizational foresight is remains limited, there is an increasing interest in this study field. Thus, the existing literature is notwithstanding fragmented and not sufficiently completed. Hence, the academic area is poorly structured (Iden et al., 2016:88). Arguably, here lies the theoretical issue within this study. Thus, empowerment and foresight become increasingly relevant in business organizations to empower staff

proactively. That will need the strategist's mind to empower managers and individuals to reduce many difficulties and limits that will be achieved through organizational foresight processes.

Therefore, numerous scholars and researchers suggest conducting further studies on foresight, as Amstéus (2011) recommends conducting a descriptive survey study on foresight with its dimensions in various contexts, such as in the field of organizational foresight. Consequently, to close this gap, the current study will address this issue through adopting descriptive methods and selecting empowerment strategy as an effective tool for organizational foresight, as Fayol (1949:43) stated, "if foresight is not the whole of management at least it is an essential part of it."

In this regard, throughout the observing to the actuality of the higher educational institutions at the Duhok Governorate, particularly within the University of Duhok, reveals that they have foresight issues in the organizational matter due to justifications beyond the will of the organizations along with limited applying of empowerment strategy and foresight activities at the University. Likewise, it hasn't had a transparent foresight system that targeted at empowering those institutions and provision improving leadership and management training in order to maximize the organization value, and that means understanding the role of empowerment strategy and the significance of foresight practices that will enable organizations to raise the individual talents to improve their own culture towards to building proactive behavior in foresight processes and how can be put into a practical domain.

On the other side, it's necessary to empower educational institutions over faculties and universities due to the enormous importance of practical implementation. Besides, empowerment is also the contemporary strategy for increasing managers' and academics staff's foresight practices, as better empowering principles will be reflected in anticipating the accurate future of educational organizations. In this manner, the study issue is to identify the educational sector's empowerment levels to identify its impact on foresight practices.

1.4. Study Questions

As a result, the study problem can formulate through the following key questions:

1. Is there a significant relationship between empowerment strategy and organizational foresight at the targeted sample's faculties?
2. Is there a significant impact of empowerment strategy on organizational foresight at the targeted sample's faculties?

1.5. Study Objectives

The key aim of this study is to investigate the empowerment strategy and its impact on organizational foresight among a sample of managerial and academic leaders at a number of faculties at the Duhok University- Duhok Governorate. Correspondingly, the specific objective of the current study is to state and clarify mainstream a theoretical framework for empowerment strategy and organizational foresight, which presents the contributions by academics and scholars to the topics of the present study with references from recent scientific sources to expand the academic field of the study. In this sense, In the light of the problem statement, and its questions, the following key objectives can be drawn up as stated below:

1. To identify the nature of the relationship between empowerment strategy and organizational foresight at the faculties of the targeted sample.
2. To evaluate the impact of empowerment strategy on organizational foresight at the faculties of the targeted sample.

1.6. Study Significance

The study significance arises from the value of its investigated variables in the four-level fields as stated below:

1. **The Academic Significance:** this study derives its theoretical importance from dealing with vital and contemporary managerial issues that have an essential effect on the organizations' performance, as the topics of the study have impressive attention from academics and researchers in order to study enrichment the empowerment side and foresight practices by facilitating and presenting the various information and knowledge due the variables are dynamic and needs to be improved continually. Consequently, the study attempts to provide a theoretical framework for both variables and enrich the topic with available and recent scientific references.

2. **The Field Significance:** the significance of the field-side arises from the importance of higher education institutions, and it has a fundamental role to develop the functional and mental potential for each participant at whole levels of the surrounding environment through highlighting the weaknesses and challenges facing individuals which prevents the rise to high-level foresight practices.

3. **The Economic Significance:** the importance of the study economically lies in its ability to achieve positive results that provide an essential reflection on the national outcomes by increasing the organizational performance generally, and in particular, the performance of faculties when applying findings to support the empowerment strategy in order to cultivate foresight practices in the individual mind.

4. **The Particular Significance:** this is reflected in the potential of improving the study field performance UoD when applying the study sample in its final form. Also, the current study presents a modest contribution to increasing the scientific knowledge of the library especially foresight topic to give a clear vision for faculties at Duhok University.

Overall, the study gains its benefits during disseminating new knowledge that leads to the thrive and enhancement of organizational functions in academic institutions to maximize the value of academic organizations by referring to how to build and run the training programs. Moreover, the advantages of this study related to its findings and suggestions that will attempt to address issues that affect the University of Duhok and its faculties in the term of empowerment strategy and organizational foresight, which can be managed by those faculties in adopting the measures suggested through this study to implement empowerment strategy and foresight practices.

1.7. Study Terms

It is right to say that the "age of empowerment" (Senge et al., 1999:11). Indeed, Nixon (1994:16) defines **Empowerment Strategy** as one of the most critical human resource management strategies and organizational strategies for inspiring, motivating staff and managers to perform their talents and knowledge in the best ways, and this is by giving them further power, freedom, and the independence to run out their tasks in addition to giving them other resources and advantages that will efficiently achieve the

organization's goals and objectives (Sherif, 2002:47). Besides, empowerment is one of the contemporary concepts that raise the human elements to high collaboration, team spirit, self-determination, initiative, independent thinking, and innovation in modern organizations. Moreover, empowerment needs long-term factors for a positive relationship, trust, and certainty in partnership between management and staff (Jadallah, 2015:13; Thomas and Velthouse, 1990; Spreitzer, 1995; Conger and Kanungo, 1988). Resultantly, the current study focus on Nancy Foy's concept for empowerment as an operationalize definition. It will be adopted in the questionnaire form that stated: "it is simply earning the authority to make the staff the voice heard in order to contribute to strategies and decisions that influence staff' knowledge to enhance staff and firm performance" (Foy, 1994:5).

Correspondingly, foresight is an advanced section of strategic thinking that has been applied in politics, military, and business management (Kuosa, 2011:3). In this manner, **Organizational Foresight** is the ability to involve systemic or cultural aspects that allow the organization to detect discontinuous changes in advance, interpret the company's implications, and formulate effective responses to ensure the long-term sustainability and performance that empower an organization to lead to the valuable future proactively (Rohrbeck et al., 2015:6; Rohrbeck, 2010:11). As a result, the present study focus on Szpilko (2020:4) definition as an operationalize definition that will be listed in the questionnaire survey, which stated "it is a proactive, systematic method, participatory, aimed at collecting knowledge on upcoming future, a process of creating a medium- and long-term visions, guiding on current decisions and mobilizing shared activities."

1.8. Study Limits

As with all study endeavours, the current study has boundaries as in each social study, the study limits are essential steps in scientific research methods to determine study directions and objectives within specific, explicit, and planned paths. Consequently, the limits of the study can be summed up as stated below:

1. **The spatial limits**: Uod has been chosen to conduct a research study due to the university is an educational service organization.
2. **The temporal boundaries**: this study will be conducted during the academic year 2020–2021.

3. **The human limits**: represented the managerial and academic leaders at a number of faculties which is the sample of the study, including the head of academic departments, deans, vice of deans, and who have the administrative or academic positions that allows them to make decisions and their contribution in foresight practices.

4. **Objectivity boundaries**: the current study focused on two main variables represented by empowerment strategy and organizational foresight with concepts and dimensions for per variable.

In this sense, one of the key limitations of the study may be related to data collection because the main instrument for this study is a questionnaire, finding participants and distributing the questionnaires will need some time. Moreover, the work circumstances created by COVID–19, it's the most limited to conduct the study due to the complex environment and volatility.

1.9. Dissertation's Structure

In order to cover all the previously highlighted topics, the following framework will be used for this research:

1. Chapter One will introduce the introduction of the study, background, the rationale for this study, and states the study terms of the topic. Wherefore, in order to provide valuable contextual information to the readers, it will outline the problem, questions, objectives, significance, and study limits.

2. Chapter Two will deal with a literature review of empowerment and foresight. Besides, the study's theoretical background involves various aspects that have a relationship of both empowerment strategy and organizational foresight, theoretical relation between both of them, and previous studies.

3. Chapter Three will contain the framework of the study methodology which has been applied to the exploratory study to be conducted. Moreover, it will include the statement of the study hypotheses, Study framework, techniques and instruments of data collection, Study Population, Sample frame, and Finally, this chapter discusses (pilot test) to ensure the study's reliability.

4. Chapter Four will draw up discussing the essential outlines of the study, testing hypotheses. Additionally, it provides a descriptive statistical analysis for the data

collected to understand the impact and relationship between study variables and respondents' responses.

5. Chapter Five will address the conclusions that have been found from analyzing the results of the study with its suggestions. Hence, involves illustrating suggestions of the futures' study.

CHAPTER TWO

2. LITERATURE REVIEW

The present chapter of the dissertation deals with four main sections; firstly, it emphasizes the understanding and nature of empowerment, its significance, principles, requirements, and steps of applying empowerment, and the five dimensions. Secondly, it shows the understanding and nature of foresight, its importance, perspectives, and its four dimensions to clarify the study's theoretical background. Thirdly, it displays the theoretical relation between empowerment and foresight. Finally, it presents the previous studies which is (11) studies that cover (empowerment & foresight) to provide an overview of relevant knowledge related to the effectiveness of empowerment and foresight. In the last section, the chapter's summary is provided.

2.1. Empowerment Strategy (ES)

This part will cover the most important sides of the theoretical framework that related to the empowerment strategy as follows:

2.1.1. Understanding and Nature of Empowerment Strategy

Through several experiments and studies have shown clearly and consistently that the organization needs to gain benefit from the knowledge, ideas, power, and innovation of all their staff, at the level of middle and operational management in the first line or the top management level is to against the global business environment, high customer demands, and technology climates (Radhi, 2010:62). Besides Spreitzer (2007:2) indicated, over (70%) of organizations have adopted such empowerment initiatives in at least part of their work.

By the way, another author Randolph, (2000:94) pointed out that several firms in various businesses have successfully designed cultures of empowerment. The list involves such famous companies as Pacific Gas & Electric, Marriott Corp., General Electric Co. and numerous firms that are lesser-known, including Chesapeake Packaging Company in Maryland, Springfield Remanufacturing Corporation in Missouri, and AES Corporation in Virginia.

Wherefore, Randolph (2000:95) referred that most managers continued to define empowerment as "giving power to the individuals for decision-making." Although shifting the locus of decision-making is a crucial aspect of the empowerment process, that phrase alone is just another appearance of the manager's acting as a mentor and supervisor. Thereupon, the director still delegates the decisions staff are allowed to make. Moreover, this concept of empowerment also ignores the critical point that people already have much power in their intelligence, experience, knowledge, and self-motivation. Hence, to investigate actual empowerment managers, they must follow this more comprehensive definition and focus on ways of "releasing people's power to gains notable findings."

On the other side, the term 'empowerment' has been increasingly practiced in various fields such as human resource management, social work, psychological, mental health, psychotherapy, health awareness, development work, and nursing, etc., for several years. However, it is not always clear how the term is described in these different contexts and if used by various authors in the same way (Tengland, 2008:77). The current study focuses on the business management field for understanding empowerment. In this manner, the study will illustrate the concept of empowerment as follows:

In the beginning, the current study defines the word of empowerment in a verbal definition Rappaport (1987:122; Oxford English Dictionary) states that empowerment is associated with the term power. In English, this definition relies on its original meaning of investment with the legal power authorization to obtain particular objectives. The same word has been defined as "enabling" in the Oxford dictionary. So empowerment indicates enabling, which is about helping staff to increase self-confidence, thus overcoming its feeling of weakness and helplessness (Fong and Snape, 2014). Above all, it refers to conducting and implementing self-motivation for doing a mission (Hajian et al., 2015:88).

In a similar fashion, the recent meaning concept involves primarily refers to the power that improves and is obtained. Moreover, people are managed either by themselves or with others' support to gain further control over their lives. The type that must be empowered is a mechanism and a product of the effort to achieve a reasonable degree of capacity to influence the environment (Staples, 1990:30).

On the other hand, most readers don't distinguish between empowerment and delegation; therefore, some author (Foy, 1994:4) provides a clear illustration that both help differentiate between empowerment and delegation, she exposes some assumptions and mindset that supporting many expectations for empowerment. She says, "When you give money to your 12-year-old daughter to buy jeans, that's the delegation...while that is empowerment when you give her the clothes allowance which she can spend as she wants" (Lashley, 2001:2).

In this manner, technically, empowerment is defined as one of the most effective strategies to improve staff performance and optimize resources and capability of their organizational goals such as individual and collective. Arguably, empowerment is a contemporary strategy and organizational well-being (Andish et al., 2013:106).

More broadly, the Chartered Institute of Personnel and Development (CIPD) in the USA indicate that empowerment means "staff engagement in supporting the job design processes and leading to achieving the highest contribution of all staff to reaching out to the organization's objectives." Where this engagement may be conditional on those who violate certain conditions being kept accountable, as well as a participant has known for his performance or behavior in setting requirements for the staff to have an opportunity to influence and lead them as necessary as required. Given these points, empowerment focuses on sharing ownership and having the staff's rights to check, influence and design the decision-making process in the organization (Al-Ta'e, 2009:38).

Resultantly, empowerment is a managerial concession granted to the staff. It has become the authority given to the holder of that concession based on the administrative levels within these levels or represents it. Particularly, the management evaluates based on the (Managerial Democracy) perspective that looks at the deserving elite rather than the vast majority of its improved performance and the ability to find the accomplishments that grant this concession. Correspondingly, the managerial democracy aspect, according to the considerations of professionalism, competence, and skills, means "to providing an opportunity for the elite who deserves to make decisions on what they achieved or gained and sacrificing capabilities in the work field depending on the success' criteria and not just the criterion of an electoral majority" (Cloke and Goldsmith, 2002:19).

According to Kieffer (1984), empowerment is a reactive process between the person and his society, where the sense of self as insignificant transforms into self-acceptance as an assertive citizen with socioeconomic capacity. Accordingly, the output of the process will be qualified, the basis on visions and capabilities, the main features of which are a vital social awareness, the ability to mobilize with others, the ability to overcome disappointment, and to conflict for impact over the environment (Kennedy, 1997:75).

In this context, a valuable definition of empowerment is provided by (Bowen and Lawler, 1992:31), who are pioneers in empowerment phenomenon interest; they confirmed that empowerment at the operational and actual level is sharing information with first-line management and also information on rewards which is associated with the organization's performance as well as the knowledge that enables individuals to understand and participate in organizational performance while enabling staff to make decisions that impact on organizational direction.

According to Gresov and Drazin (1997), empowerment is a new factor of stimulation in the complex and dynamic environment. The application of technology is not enough to provide a competitive advantage in that environment. However, some behavioral factors are related to staff motivation, such as creativity, quality, innovation, determination, commitment, and staff skills, which all provide a competitive advantage and reflect empowerment (Elhusadi, 2019:305). Furthermore, Yoon (2001) noted that in empowerment, the staff needs authority, also need to participate in enough training, financial insurance and appropriate information to be accountable for their decisions (Hajian et al., 2015:88).

In this manner, as illustrated above, Nixon (1994:16) outlined a five-point as an empowerment strategy for promoting an institution where individuals and teams can collaborate toward mutual objectives. Meanwhile, the strategy includes building a vision, prioritize and take action only where the most significant effect is possible, establishing good mutual relationships among co-workers, expand the networks and utilizing support groups internally and externally.

All things considered, the empowerment strategy seeks to replace the organization's routine (traditional work) with a more dynamic environment by incentivizing people to make decisions, then improving the value of intellectual capital by sharing knowledge, and adequately investing in it. While as culture dealing with

empowerment by initiating the leaders to support and leading the staff to grow up for further efficiency. Besides, to develop and grow, the leaders should be removing separations among staff by giving further authority with a touch of challenge and difference enriches the range of involvement, leadership, freedom, support the principals of innovation (Areiqat and Naji, 2016:910).

Arguably, it can be summarized that empowerment is one of the recent and most crucial managerial reform methods in developed countries. On the whole, it implies from those as outlined above that there is a kind of variation of researchers' views in presenting the concept of empowerment, as many administrative terms, especially if the concept is new to managerial intellect and its scholars. Nevertheless, this variance in presenting empowerment concepts didn't reach the limits of inconsistency or distinction. However, it finds that many indicators of agreement and intellectual are exist in what has been discussed. Finally, sometimes the disagreement problem returns to synonym concepts of empowerment when researchers present their opinions on this concept, they called such names as participation, commitment, and integration.

2.1.2. The Importance of Empowerment Strategy

Most of the researchers have been discussed the importance of empowerment in organizations; because of the intensive competition and an increasingly complex environment, empowerment is the most critical strategy that supports organizations to adapt towards the future upcoming in order to maintain market share and customer needs (Al-Hadrawi, 2010:82). Concurrently Al-Attar (2012:10-12) pointed out the importance of empowerment strategy as follows:

1. Increasing and improving the quality of decisions and productivity is one of the most critical elements to work where missing in the modern working environment is the engagement and empowerment of staff in ways that support to gain benefit from staff creativity, promoting independent thinking, and taking initiatives from them where these initiatives and ideas will work to increase and improve the quality of decisions and productivity, thus enhancing the organization's competitive position.

2. The actual significance of empowerment derived from the effective decisions which have been made through information availability. At the same time,

that would lead to staff providing direct services to the beneficiaries at the executive level.

3. Implementing the organization's empowerment strategy involves obtaining various benefits for each area, such as providing new opportunities for staff to prove themselves, unleashing the staff's energies, and showcasing staff's talents and creativity. As for the organization, this strategy makes the job more comfortable, and the staff looks further positive and optimistic, which affects the results of the business strategy.

4. Motivating human resources to achieve the organization's goals; the value of empowerment relies on encouraging human resources to work at their maximum potential and to obtain their best talents if managers do, by providing the strategy for staff empowerment that supports achieving the organization's objectives which can't be accomplished without staff participation. In this sense, the organization needs their knowledge, qualifications, and skills, as well as their collective efforts to achieve the objectives.

5. The importance of using the empowerment strategy is due to three reasons: (i) improving the organization's products, (ii) challenging competition from other organizations within the same field to create a sustainable high-performance organization, (iii) it allows staff to provide training and gives them the ability to behave according to their experience and company's success to which they belong, that meant improvement of competition level and set up high-performance capabilities.

2.1.3. Principles of Empowerment

The starting point to achieving empowerment is through understanding its principles and significance. In this regard, a study by Stirr's (2003) focused on seven main principles of empowerment derived from letters forming the word (Empower), where each letter represents a principle of empowerment (Barsouli, 2018:51-52) as shown below:

1. **(E) - Education**: in order to apply empowerment strategy and thrive management styles, where must organizations educate each member properly. Consequently, this education is structured in many aspects, including areas of

analytical skills, decision making, conflict management, mentoring, coordination skills, and communication skills.

2. **(M) – Motivation**: the organization's management should prepare to inspire and motivate subordinates to support the empowerment program and demonstrate their vital role in the organization's success through awareness programs, building various working teams, and adopting the open doors policy by senior management for staff.

3. **(P) - Purpose**: empowerment programs would not be successful until everyone in the organization understands explicitly and fully the organization's philosophy, vision, mission, and objectives because the core of empowerment utilizes planning and guiding individuals' innovative potential to achieve the organizational objectives.

4. **(O) – Ownership**: Stir proposed empowerment's equation that derived in three-letters called '3 A' representing the first letters of the equation which is (Authority + Accountability = Achievement). In order to achieve that, management and staff have to accept responsibility-bearing for their decisions, actions, and accountability can be interesting for staff in particular if they are empowered to submit their proposals to higher management and to practice their control over their actions.

5. **(W) – Willingness to Change:** empowerment is a contemporary management philosophy that differs considerably from conventional approaches. To accomplish this, a manager must pursue others about the change process that needs to reach the required results.

6. **(E) – Ego Elimination**: the management always damages empowerment programs before beginning to implement it because so many managers have self-esteemed and attached to their job positions. Furthermore, they tend to follow the traditional management style focused on power and central authority, and they observe empowerment as the reduction of their value rather than an opportunity for their personal growth as managers and mentors to increasing the organization's profitability and competitiveness. Wherefore, to succeed empowerment programs, managers have to remove ego elimination.

7. **(R) – Respect**: the back-bone of empowerment strategy is the conviction that each organization's member will be able to make contributions regardless of his/her position until the core philosophy of the organization is essential human respect, thus the empowerment cycle will not provide the required findings if not have this principle. Besides, respect implies that any structure of visible or invisible discrimination despite the focus on the job position, educational level, and experience etc. or any considerations because lack of respect usually leads to the failure of all empowerment programs.

2.1.4. The Suitable Climate to Implementing Empowerment Strategy

There are a set of practices that support creating a suitable organizational climate for empowerment strategy; these practices are addressed by several kinds of literature such as Pfeiffer's papers, which cannot be taken apart, but preferably in an integrated and balanced way. Simultaneously, there is an overlapping relationship with each other. Thus, La'aour (2014:55-63); Melhem (2006:205-221); Al-Madhoun (1999:124) are demonstrated the essential practices to providing a suitable climate for empowerment strategy as stated below:

1. **Job stability**: lack of confidence and job uncertainty creates anxiety and apprehension, also leading to a decrease in motivation, enthusiasm, and performing the tasks with low-morale. As a result, this tension leads to the destroying of initiative spirit, innovation, and empowerment.

2. **Selectivity in hiring**: the organization should be discriminatory in selecting the staff and placing the right person in the right position. Wherefore, the most crucial approach to human resources management is the approach related to the selection. In sum, the availability of empowered staff relies on high-level hiring decisions that lead to choosing who has the required qualifications and competencies that encourage empowerment. These skills can be directly identified through interviews and build specific selection criteria adopted in those interviews.

3. **High salaries**: the labor market laws state that what an individual earns is a separate fee for his efforts. According to the labor market principles, for example, it is not acceptable for staff to earn more than their employer's effort. Hence, the company should not deal with too much with labor market

laws and give their staff higher salaries than competitors because higher wages attract further candidates, which supports the organization's HR department to be more selective. Therefore, Pfeffer (1998:118) outlined some benefits due to the increase in staff' wages (higher wages = higher profits), such as increasing the level of job satisfaction, productivity, organization's profitability, loyalty, and reducing the turnover of work.

4. **Rewards**: financial rewards cannot be considered everything because there are morale rewards such as equality, justice, and personal appreciation; these matter for the staff. Besides, one of the most important incentives that can lead to improving staff performance is what is known as profit-sharing programs or earnings, which are when staff contributes through an additional effort by minimizing costs or increasing profits as anticipated. That has a relationship with empowerment strategy to give staff a feeling that being a partner rather than a staff, where this feeling supports enhancing the staff accountability, creates a sense that the organization is their own, and leading to improve the productivity especially in terms of quality not quantity.

5. **The staff as owner**: there are benefits and advantages when the staff becomes an organization's owner or shareholder. One of the most important of these benefits is the bridging of the gap between the staff on the one hand and the shareholders on the other side. Under normal conditions, the organization's management usually utilizes staff for shareholders' interests and maximizing their stocks and financial earnings. However, if the staff turns into shareholders as well, their interests become identical with shareholders. Thus, this leads to the unification of vision, purpose, managing conflicts, improving empowerment levels, engagement, and responsibility-bearing where everyone feels that they are in one climate to achieve organizational objectives.

6. **Information flowing**: the previous practices aren't enough without information flowing because the information's significance comes from its disseminating, sharing, and train the subordinates to understand information due to information is the most key indicator for empowerment strategy in order to participate in the decision-making process correctly and enabling

the staff to serve customers accurately to doing their work. In this manner, information becomes a powerful instrument for discrimination, domination, and good decision-making.

7. **Engagement**: the aim of the engagement is to empowering the staff to share their opinions with the boss on issues that related crucial decisions with noting that the boss or manager doesn't need to pay attention the staff's opinions when making the final decision. While the idea of participation was first discussed in contemporary management by Elton Mayo (1880–1949) when discussing human relations in management in 1920s, he found that staff participation is a kind of morale incentive which provided by top management.

8. **Team spirit and job structure**: team spirit implies that the secret relationship among team members whose creativity works to build self-motivation, cultivate strong morale, self-control, and naturally reach a consensus about what is appropriate and not appropriate. That becomes like a morale contract that organizes the team members' actions without the need for written laws and the team's control due to its spontaneity and team-work spirit. On the other side, to implement the empowerment strategy, the organizations must adopt the working-group system because they influence their individuals. The team outlines cohesion harmonically through the team's values and cultures that coordinate the quantity and quality of work and performance required.

9. **Coaching**: coaching and improving the staff efficiency of performance is one of the most effective measures to gain knowledge and talent development, but coaching must be targeted at increasing quality and quantity performance, also giving the staff various skills, not just one skill, so that they can work in different positions. That contributes to reducing the routine at work and leading to staff the opportunity to remain at work and not be dismissed where the staff can rotate to various posts as required.

10. **Social equality**: providing a suitable climate of empowerment strategy and participating in the decision-making process is one of the most vital elements. Therefore, the social equality project's implementation will substantially contribute to providing a powerful instrument for achieving an

organization's competitive advantage not by the recent technology but through individuals. Thus, these individuals' motivation towards empowerment, engagement, and organization's responsibility-bearing together with management.

11. **The staff promotion from inside**: promotion from inside is the process of the organization's accreditation to occupy vacant positions through the promotion of staff and repositioning them from inside rather than attracting candidates from outside the organization; this encourages staff to consider coaching and development programs that aiming to the potential promotion and also the promotion process from inside supports to engagement and empowerment strategy as well as it strengthens confidence between the organization's individual and management.

2.1.5. Requirements and Stages of Applying Empowerment Strategy

Most of the researchers and studies figured out that implementing the empowerment strategy needs requirements to apply this strategy in stages. Hence, Griffin (1999:500) referred to a set of requirements for applying empowerment strategy at the organization as stated below:

1. The organization's credibility and seriousness in giving freedom to all levels and departments.
2. The organization's commitment to supporting the staff based on participatory, integrative and empowerment approaches.
3. Removing direct control and replacing it by self-supervision within the perspective of mutual trust between management and staff.
4. The organization adopts systematic-planning if the organization applies empowerment.

   On the other hand, Caudron (1995) proposed systematic techniques to empower working group staff to be responsible for decision-making and self-management after adequately trained. Besides, Ford and Fottler (1995) presented the following ten steps to implementing empowerment strategy (Elhusadi, 2019:306-308):

1. **Determine the reasons of need empowerment:** the empowerment process starts with top management where those leaders have to identify why the

staff following the empowerment process and clarifying reasons, for instance, growing profitability, improving subordinates' skills and talents, enhancing consumer service, increasing productivity, and reducing the workload of managers.

2. **Change in managers' behavior:** one of the most critical obstacles to build a productive work environment is that managers have to learn how to give up power. Before accepting implementation of the empowerment process, the managers have to be committed and encouraged by their staff.

3. **Identifying information on the role that subordinates will contribute:** the decision-making power, mission, roles, and delegate responsibilities, must be determined by management to fulfill the organization's values. Moreover, one effective way for managers and staff to determine behavior-changing requirements is to identify the decision types that will be delegated from managers to subordinates. Usually, managers don't want to give up their authority and power gained by staying in power. Thus, identifying limitations to illustrate decisions that staff will and won't make. Progressively subordinated, the decision quality must be measured regularly.

4. **Strengthen managerial trust:** it's one of the main requirements of the empowerment strategy is confidence in meaning of managers' confidence in their subordinates. While some authors have determined confidence between individuals as anticipation of person or groups of individuals, the information or ventures of these individuals are reliable and truthful.

5. **Composition of the teamwork:** empowerment strategy must identify the adopted style of the team. To express an opinion related to their roles for subordinates, they have to know how their roles impact the organization as a whole and other staff because the staffs who are working as a group have higher experiences and decisions than the person who is working individually.

6. **Select the right persons:** managers have to select persons who have skills and talents to work together; so they can make the right decisions and conduct further responsibilities and missions. Increasingly, the management

prefers to have clear and precise requirements for how to select people to work.

7. **Sharing the organization's information:** disseminating information with staff represents the best step towards raising empowerment, such as disseminating information to their subordinates about related issues to their roles and as an entire organization in order to empower subordinates to make-decisions and better contribution, values, clarify the visions, and treat the mistakes favourably.

8. **Provide training to staff:** training is one of the critical elements of empowerment strategy program. The organization's activities have to conduct training programs for e.g., communication, conflict management, solving problems, teamwork, encouragement for raising the staff technical and professional level, and inform staff of various circumstances to feel more engaged with their organization.

9. **Implementing the reward (Appreciation) program**: initiatives of an individual should be promoted, management has to encourage highly productive persons and link between incentive programs with the organization's objectives. In this manner, the organization should draw up a reward system that suits its orientation as favoring job performance by teams. One of the most significant support components of empowerment is identifying and giving staff incentives to know their empowerment behavior.

10. **Don't rush findings:** empowerment is an expansive mechanism that takes time and involves all organization's stakeholders. Furthermore, an organization that wants to apply an empowerment strategy has to adopt clear and systematic processes to make relevant decisions and appropriate circumstances and times.

In this regard, the figure (1) displays these stages as shown below:

Figure 1. Stages of implementing the empowerment strategy

Source: Al-Shayyab, A. M. S. & Abu Hammour, A.M. A., (2011), Contemporary Management Concepts, academics for Publication and Distribution, 1st edition, Amman.

As for Daft (2001:500) applying the empowerment process needs several steps; (i) through starting with the redesign of the job to gaining job enrichment for staff in order to enrich their responsibilities towards related tasks to them, (ii) the second stage includes motivating staff to submit suggestion programs, (iii) the third stage provides staff participation in the decision-making process and the responsibility to implement it, especially those who gain management confidence, (iv) the fourth stage encompasses composing teams of all types, involves quality circles and cross-functional teams, private tasks teams, problem-solving teams, self-team working, private project teams, and empowering these teams are assigned to their tasks. Finally, the last step illustrates the philosophy of empowerment strategy and its implementation process because teamwork composition is one of the most critical strategies to apply for empowerment programs. In this context, Figure (2) displays the stages of implementing empowerment, respectively, represented as a continuum of empowerment.
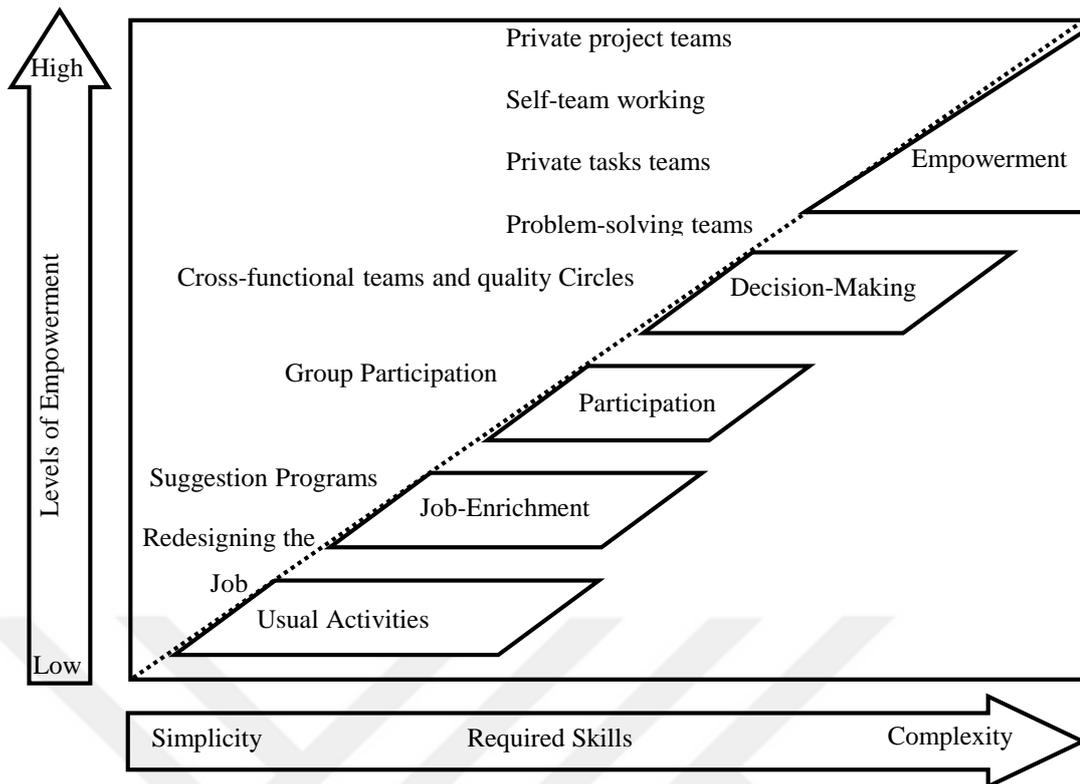
Figure 2. Stages of Applying the empowerment strategy – (Daft).

Source: Daft, Richard, (2001), Organization: Theory & Design, South Western College Publishing, Ohio, U.S.A, p.505.

2.1.6. Dimensions of Empowerment Strategy

The empowerment strategy study involves identifying the dimensions of the empowerment concept, particularly as the contents and substance of empowerment are indicated besides their effect on the study, by using these dimensions as field indicators in the current study. Those dimensions will be illustrated by presenting previous researchers' knowledge efforts that identified empowerment dimensions from different author's perspectives such as Blanchard (1996) and his colleagues determined three dimensions concludes of share information with everyone, freedom, independence, and self-directed teams as dimensions of an empowerment strategy. Meanwhile, Robbins (1998) also concentrated on controlling and organizational structure. In comparison, Daft (2001) determined four dimensions involved information, knowledge, power, and rewards. Besides, Klidas (2002) identified four dimensions includes rewards, leadership, and self-work teams. Simultaneously, Al-Baitar (2014) focused on five dimensions involves delegation of authority, training, development of creative

behaviour, effective communication and flow of information, and incentives. More emphatically, Al-Malfouh (2016) indicated to five dimensions include delegation of authority, training employees, communication, motivation, and teamwork.

Finally, Ibrahim (2018) highlighted six dimensions involves delegation of authority, training and learning, motivation and encouragement, information and communication, teamwork, and participating in the decision-making process. As a result, the questionnaire form will be adopted according to the references as mentioned earlier and infer some items and questions from them. Consequently, the current study will illustrate the various dimensions that appear most influential in organizational foresight.

2.1.6.1. Communication and Information Availability

Information plays a central role to empower the staff, where it is the main component of an empowerment strategy (Lashley, 2000:26). Meanwhile, information is regarded as the significant column of decision-making, selecting alternatives, and the resource of power at the organization. Also, it contributes to the transfer of knowledge to all staff and lets them understand the importance and mastery of their jobs. Hence, participate completely in carrying out his responsibilities (Al-Jabari, 2010:38-39).

Besides, Sherif (2002:63-64) noted to choosing ways to disseminate information directly to staff which is a crucial factor of empowerment strategy rather than providing the information through mediator as switching to an indirect means of disclosure which doesn't provide an appropriate information for empowerment, thus reducing the degree of empowerment originality that effects opportunities or change decision and represents a form of deceptive participation. Therefore, it is essential to provide additional information to other staff and different managerial levels to achieve empowerment. Without knowledge, the company's management can't be sure that the appointed people can take responsibility and release their creative energies and stated that the critical information for empowerment is about the organization's mission and performance.

In this case, most studies and researchers agreed that the sharing and disseminating information process must be linked to three main elements in order to be significant and influential in implementing the empowerment strategy that involves communications, trust, and responsibility (Al-Karim, 2018:71).

A. Communication: the empowerment strategy success depends on the ability of those who are empowered to access the information at the appropriate speed, accuracy, quality, and in the specified time. Consequently, the ability to access information needed for decision-making based on previous information requires effective communication systems. Hence, one of the studies has identified that organizations' mistake is the inability to establish successful communication between staff level on one hand and on the other hand the communication between staff and management (Hesselbein et al., 1997:174).

B. Trust: most studies link the idea of sharing information with trust or the mutual trust relationships between management and individuals in order to implement an empowerment strategy. This vision has become increasingly important to organizations that seeking ways to improve their performance and enhancing collaboration between individuals, work teams, and departments. When managers encourage staff to share information with them, they indicate their trust and appreciation for individuals because of their sense of importance. They have value to participate in the decision-making process (Mayer and Schoorman, 1995:710).

C. Responsibility: one of the studies confirms that accountability is an essential element for successful empowerment programs because without accurate information access, management can't commit individuals to carry out responsibilities. Since individuals without information can't track their activities and make the right decisions; therefore, responsibility is the second aspect of information sharing between people (Blanchard et al., 1996:34).

2.1.6.2. Establishing Team-Work

The literature in the empowerment domain has agreed on teamwork as one of the fundamental pillars and mechanisms for applying empowerment strategy and management reform (Bensahla, 2016:20).

More broadly, in empowered organizations, teamwork differs from conventional hierarchical organizations; in hierarchical organizations, the team shapes a particular task or project from various functional departments. In a similar fashion, teamwork becomes the organizational structure's pillar so that it doesn't stop with the completion of mission or project. Thus it's distinguished by its sustainability characteristic as it encompasses all the activities of the organization. Besides, it manages the self-diverted

team, so all team members fully participate in the set-up planning process and implement it, managing from the beginning to the end. Empowerment is targeted at an organizational unit with its autonomous entity and not to individuals in the working group who don't have explicitly linked. In this context, empowerment aims to guide the team-groups in managing their activities by making them less dependent on senior management (Al-Dhahab, 2004:33; Al-Hadrawi, 2010:110-111).

Thus, the development of teamwork within the organization relies on the availability of a great leader who can provide the team members with guidance, inspiration, and encouragement to solve the problems they face during the work. Team members must have various skills, be committed to a common goal, joint accountability, and a high degree of executive decision-making authority (Radhi, 2010: 64). As for Brower (1995), empowerment involves four privileges, which must be supported by appropriate information, organizational encouragement, and various styles and stages of leadership to be productive, as shown in figure (3):

Information

| Authority | | Alignment |

Leadership

| Accountability | | Ability |

Support
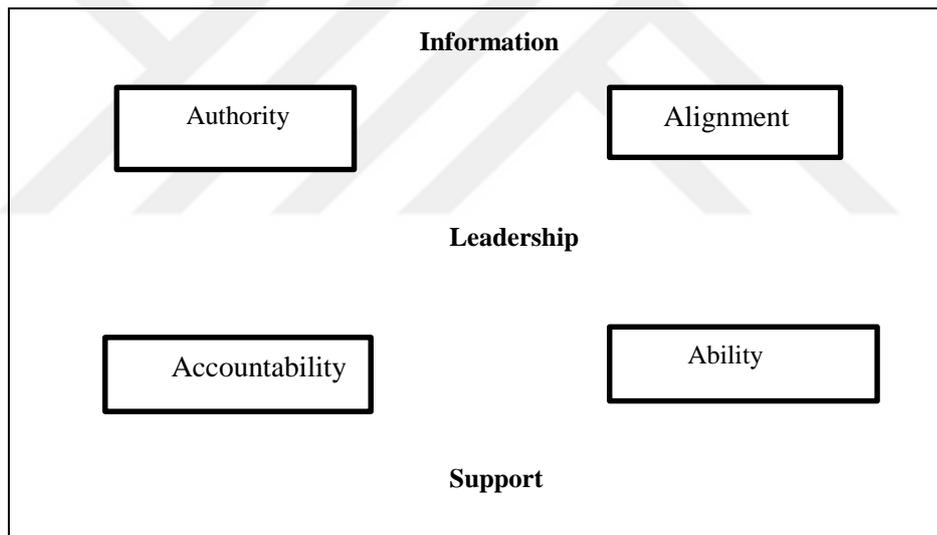
Figure 3. Building blocks of team empowerment

Source: Erstad, M., (1997), Empowerment and Organizational Change, *International Journal of Contemporary Hospitality Management*, *9*(7), 325–333, p. 331.

Additionally, a study by Al-Sudairy (2010:13) outlined the main features of the empowered team-work that enable them to achieve team effectiveness and efficiency:

1. **Participation**: to what degree team members are involved to participating in productive activities.

2. **Cooperation**: this is team commitment to work as a group to produce results.

3. **Flexibility**: this is the extent to which each team member respects others' views and renounces the fixed situations in favor of the team.

4. **Sensitivity**: this is how team members strive not to disturb each other's emotions and the extent of their desire to create a comfortable psychological environment.

5. **Risk-bearing**: this is the degree of team members' preparation to tackle the demanding situations and seek to challenge the weaknesses of plans and strategies to motivate members to address them.

6. **Commitment**: this is the extent of the individual's feeling to work loyalty to achieve the organization's goals, which requires the consistency of the organization's goals with the team's objectives and the team members' tasks be equitably divided.

7. **Management**: this is the degree of team members to present proposals for problem-solving and managing conflicts within the team and clarify the tasks and challenges facing the team.

8. **Openness**: this is the extent to which team members can share information with others about planning, problem-solving, and the ability to express feelings and opinions.

2.1.6.3. Training & Motivation

Empowerment strategy requires providing and preparation continuous and regular training in order to gain new skills. The organization should have an ambitious system in which the staff will develop the knowledge and skills required for them (Lin, 1998:228); those include negotiation, decision-making, conflict management, and leadership skills (Randolph, 1995:27). In this way, training programs empower the staff to build knowledge, skills, and perform their works and learn large organizations' resources and economies (Spreitzer, 2007:5).

Wherefore, the training aims to provide the trainees with new knowledge, techniques, and various methods that update their work's nature, improve and develop their skills and attitudes, and positively influence their behavior. Consequently, the staff must be given the authority or the opportunity after training to implement the existing solutions and new innovative ideas they have achieved in the field of the job in general and in his/her work in particular. In sum, as a result, further training means more

knowledge, while in organizations; it means further empowerment (Al-Baitar, 2014:38). Thus, the constant training supports to development of team skills, and unit productivity improve organizational competitiveness and leads to achieving organizational objectives. The management typically plays the mentor's crucial role, identifies the staff training needs, and provides work-related skills such as technical expertise skills, coordination, and empowerment by adequate curriculum initiatives, assessing the education programs (Kriemadis and Papaioannou, 2006:126).

A study by Nicholls (1995) demonstrated the structure of training that includes three-stages which starting at the bottom for managers. The first step analyzes existing skills and encourages the staff to reach their full potential. In the second step, managers have to use coaching strategies to support the staff to work within their current competencies, as shown in figure (4). Thirdly, the staff's engagement is achieved by the disseminating of values and visions. Once the final phase is accomplished, an empowerment strategy will be attained totally (Erstad, 1997:327).
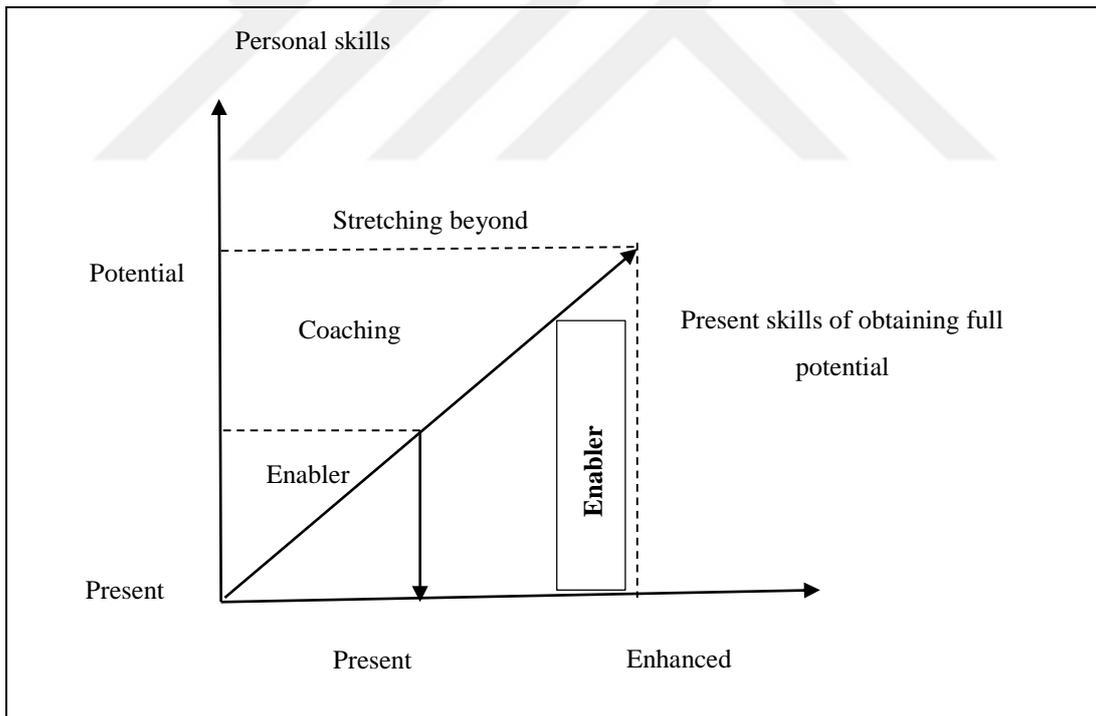
Figure 4. The second step of empowerment as a coaching enabler

Source: Erstad, M., (1997), Empowerment and Organizational Change. *International Journal of Contemporary Hospitality Management*, *9*(7), 325–333, p. 327.

Motivation: Dickmeyer and Williams (1995) used the phrase "Catalytic Empowerment" to indicate strategies applied in non-profitable businesses to make them competitive and gain profit. If the empowerment cycle starts, chain feedback leads to staff, vendors, consumers, and shareholders' transformation.

Therefore, financial and morale incentives lead to the implementation of the empowerment strategy through increasing the staff' motivation, satisfaction, and functional loyalties. In particular, when the staff requirements are met and provided at the appropriate time following the performance appraisal system so that rewards are only given to those who deserve it, that is a real motivation to develop the performance of individuals and organizations as an ultimate product of empowerment in order to be successful, the appreciation and reward have been earned by individuals must be related to the organization's objectives (Affaneh, 2014:15).

2.1.6.4. Leadership Style

Leadership styles that empower the staff to implement empowerment strategy are vital components of empowerment. The organization delegates powers to the staff and provides a favorable and empowering climate when corporations have fewer hierarchies' structures and leaders play coach positions. The organization monitors enable their staffs, who respond to improved productivity and satisfaction in turn. On the other hand, a study by Honold (1999:26-27) outlined that the staff is more likely to be empowered by leadership that enhances staff satisfaction by self-efficiency, greater flexibility, and engagement in decision-making. Wherefore, leaders can create inclusive environments by improving standards and policies that define organizations and staff's responsibilities. These can involve: "Communicating and formulating a mutual vision, teamwork, environmental scanning continuous, managerial encourage, role modeling, mentoring and training, incentive systems, enriching and restructuring of the job, identify and communicate major objectives" (Gibson, 2003:21-22).

Furthermore, a study by Arnold and his colleagues (2000) highlighted leadership behaviors empowering as behaviors that promote staff performance in an enabled work climate through empowering and supporting staff in their job responsibilities. Thus, specific behaviors involve leading by symbol, counseling, advising, showing interest, and participatory decision-making, enabling leaders, inspiring them, and disseminating knowledge among each other's is an excellent style of teamwork and supporting others.

Consequently, empowerment isn't a simple task since it needs to combine the activities and responsibilities with management and staff. Additionally, this method is complicated, and its processes overlap; in an unstable and unsuitable climate for productivity and innovation, it is difficult to succeed in empowerment (Al-Asoufi and Akhorshaideh, 2017:91).

2.1.6.5. Creative Behavior Development

Effective organizations must not stop at the threshold of productivity to ensure their powerful and influential sustainability and continue. Innovation and creativity become distinctive features and services because innovation is one of the fundamental requirements in business management and organization. Indeed, it is creating decision-making strategies and effective ways to conclude business. Also, innovative decisions are the decisions that provide new and unique solutions to the current problem (Jawad, 1992). Thereupon, the need for an empowerment strategy occurs due to changes assumed by the organization's environment, such as changes in environment technological, economical, ...etc. (Zboun et al., 2018:3-4).

In this context, the empowerment strategy program encourages the staff to exploit opportunities, risk-bearing, and take corrective actions without top-level approval. In this manner, empowerment strategy is vital for promoting and managing innovation in organizations, as the innovative activities of individuals continue to increase the degree of the creative power of the human resources and having the autonomy to decision-making increases the creative power levels of the staff, despite the prevalence of environmental and organizational obstacles (Radhi, 2010:66-67).

2.1.7. Successes Indicators and Effectiveness of Empowerment Strategy

Implementing an empowerment strategy brings the costs related to ES; these require a set of indicators that enable the empowerment strategy's success, and practiced inside organizations towards achieving their targeted objectives. Hence, table (1) displays the most critical studies on the empowerment strategy's successes indicators (Ibrahim, 2018:15–16):

Table 1. Indicators of success and effectiveness of empowerment strategy

Researcher & Year	Indicators
Ivancevich et. al, 1997	- jobs designing with equal powers and responsibilities to take responsibility for staff actions and to assess the results of staff's decisions.
Argyris, 1998	- The organization has higher and lower monitoring programs. - The organization doesn't adopt decreasing programs. - Commitment to empowerment limits. - Focus on business conditions to increase the success of the empowerment process.
Robbins, 1998	- Cost reduction. - Focus on the quality of outputs. - Development of services. - Continued engagement with changing customer needs. - Developing competitive awareness of staff by role requirements in the 21st century. - Delivering products quickly to maximize customer satisfaction. - Implementation of businesses in new methods.
Al-Lawzi, 1999	- Definite identification of authority, responsibility, and conformity between staff. - Develop communication systems and rely on significant incentives. - Respect and fair dealing with the staff by their subordinates, so these gains empowerment benefits.
Jouda, 1999	- The degree of superiors willing to delegating authority to subordinates. - Shared confidence between superiors and subordinates. - Effectiveness of the organization's communication and feedback system. - Establishing a performance appraisal system. - Existence of a fair recruitment system based on qualified individuals who have job requirements. - Linking performance with financial and morale incentives. - Train subordinates to responsibility-bearing and performing duties.

Source: Anees, G. A., and Abbas, Y. K., (2011), The Relationship of Empowering Employees with Organizational Performance: A Field Study of the Academic Leaders' at Baghdad University, *Journal of Economics and Administrative Sciences*, University of Baghdad, *17*(62), p. 7.

Meanwhile, to adopt the empowerment strategy, the organization should evaluate the effectiveness of its implementation results. In this regard, (Al-Mohairat, 2010:39-40) indicated a set of these indicators as follows:

1. The set of new ideas that manager have got from his/her departmental or sector staff, irrespective of staff effectiveness. The primary purpose of empowerment is to encourage creativity and innovation that is often related to providing autonomous, inspiring, motivating subordinates.

2. The ratio of decision-making at bottom level to total decisions at company.

3. The degree of improvement in cost and quality indicators.

4. The extent of morale increases and subordinate satisfaction.

5. The time or duration within which the top positions can be managed.

6. The level of improvement in staff loyalty that can be measured by reducing the voluntary departure rate.

Arguably, to build up empowering organizations, Honold (1997) has described the most critical characteristics for these organizations as shown below (Affaneh, 2014:20-21):

1. Top management focuses on developing the organization's individuals, establishing joint vision and goals, and continuously analyzing and adapting to the environment.

2. Focus on work teams and collaboration in work.

3. Providing a flexible organizational structure that promoting a sense of accountability and developing skills.

4. Subordinates' feel of personal-responsibility and direct decision-making related to staff's job.

5. Job enrichment through training, developing skills, and information access.

2.1.8. Challenges of Applying Empowerment Strategy

It must be investigated in the beginning that a lack of well understanding of the empowerment strategy, its different dimensions, and challenges is the most significant factor to adopt it. However, the critical factor behind empowerment is change and development without prior preparation and analyzing its various approaches, without its programs' feasibility studies. Their consistency with the organization's internal environment features a real risk that can eventually lead to extremely negative results (Barsouli, 2018:55). Wherefore, organizations will also face a particular challenge that may limit their ability to implement empowerment strategy, including (Taher & Nuriya, 2020:57-58):

1. Hierarchical structure of the organization.

2. Extreme centralization in decision-making authority.

3. Top and middle management fear of losing its positions and authority.

4. Unwillingness of the change process.

5. Staff's fear of losing authority and responsibility.

6. Rigid regulations and procedures that don't encourage innovation.

7. Confidentiality of knowledge sharing.

8. Weak mechanism of incentives system.

9. Preference for a conventional style of management.

10. Inadequate training and self-development.

11. Managerial mistrust.

12. Un-justice of the reward system.

The crux of the matter, Al-Baitar (2014) presented numerous suggestions for overcoming obstacles to implementing empowerment strategy:

1. Building a flexible organizational structure.

2. Building an organization that encourages self-learning and sharing information.

3. Transitioning from a supervisory system focused on guidelines to an effective participation system.

4. Reconsidering the rewards system and promotions.

5. Provide appropriate training for subordinates to develop their skills and talents that provide an opportunity to apply empowerment strategy at organizations.

6. Providing resources and knowledge for staff to ensure continuous success in the empowerment program.

7. Enhancing a culture that encourages individuals to introduce creative ideas and opinions to solving-problems.

8. Improve delegation of the authorities and giving power to the staff in order to perform their tasks.

2.1.9. Empowerment in the Business Organizations Environment

New business organizations depend on empowered staff principles because the empowering staff increases their skills and expertise, particularly those related to interactive and technical skills. Arguably, through empowerment as a strategy, the optimum use of skills, talents, and innovation is also when the staff felt like an owner and rewarded appropriate wages towards their work performance. Indeed, empowerment includes managers, supervisors, and subordinates to setting or determining clear objectives and agreed expectations by top management but within the scope of limitations. In other words, empowerment is one of the most critical strategies as an effective action plan which enables all managerial levels to participate jointly in

decision-making processes, take advantage of opportunities, and avoid risks (Jawad & Hussien, 2006:12).

On the whole, a study conducted by Feldman and Khademian (2003:29-30) demonstrated that the empowerment strategy model supports managers in retaining the key features and transforming people into a resource instead of a waste of resources. Consequently, the model of empowerment strategy combines these strengths but changes the significance of the concepts. In essence, they are formulating a vision and exposure to the mechanisms by which missions are fulfilled and responsibility. In this specific instance, responsibility has also been expanded to include the audience's enhanced capacity to participate responsibly in policy-making and program execution. Thereupon, knowledge in this model is also significant. However, it is generalized in two directions: (i) it's a more in-depth knowledge base including supervisors and the public and staff, (ii) the manager's knowledge is further broadened to include information on responsible division of powers and ways of enhancing democratic capability, not just information on policy content. More emphatically, as managers, the organizations confirmed having the knowledge required to reform policies to achieve legislative purposes and procedures. For that reason, this view concentrated on managers' role as experts who were capable of recognizing and defending the public interest in broad business interests. In recent times, this perspective has been represented by the demand for managers to work as pioneers to motivate new debates and build community values. Therefore, this perspective assumes that managers have to play a leading role in modifying and articulating the public's interest since the public isn't perceived as having sufficient or appropriate knowledge. Subsequently, if one manager considers that public empowerment crosses the boundary between the governance's world and management of professional world, the other manager saw this as participation that is entirely subsidiary for the knowledge represented by the agency and manager. Additionally, the significance of responsibility for mainstream practices and knowledge management shouldn't be underrated in manager-as-expert practices. It has been noted that such practices have weaknesses to "do more with fewer resources" or resolve community issues; mainly they do not benefit from readily available resources and prefer to give public agencies more work to monitor public expectations and responses.

2.2. Organizational Foresight (OF)

This section will cover the most relevant part of the theoretical framework that related to organizational foresight as organized in the following:

2.2.1. Understanding and Nature of Organizational Foresight

Since ancient times, strategic leaders have been demonstrated a great interest in thinking strategically, focus on current developments, recognize risks, and planning for whatever the future brings. Over the decades, the art and abilities of such strategization has been the subject of considerable reflection and debates (Boston & Berman, 2017:381). Besides, in order to achieve the optimum profitability and other critical values such as productivity, durability, resiliency, social responsibility, and staff' welfare, need to study deeply, learning, and implementing both foresight and anticipation under the global unpredictable and rising business climate systematically (Motti & Masoumi, 2016:87). Hence, a study conducted by Németh (2016:8) indicated that foresight is currently described as a structured system in which process contributors plan to understand and develop future probabilities fully. Especially, it isn't easy to anticipate the future exhaustively because of foresight focuses on developing alternative scenarios, including possibilities beyond conventional predictions that can be revised to address the current social phenomenon. Nevertheless, foresight practitioners believe that the future's origins remain in the present, so these current factors must be analyzed consistently to obtain a clearer understanding of potential futures and future opportunities.

Notwithstanding, there are numerous concepts about foresight, and the definitions depended on the topic from which it is taken (Greenstine and Sazonova, 2014: 20). Moreover, the foresight term has typically been used in different fields of management sciences such as organization, strategy, innovation, economics, technology, environmental trends, etc... (Jafari and NiliPourTabataba'i, 2017:2). Generally, the term of foresight was first stated in a BBC broadcast in the 1930s by visionary author H.G. Wells who demanded the founding of "Foresight Departments and Professors" which would make the word one of the earliest in the futures studies field (Kuosa, 2011:9; Kuosa, 2014:32; Boston & Berman, 2017:382). On the other hand, future studies' origins date from the humanistic perspective that in 1972 was named "Futurology" by Ossip Flechtheim. Meanwhile, a pioneer in the future science

who was named "La Prospective" in 1959 by the school of Berger Gaston in France and the job of Herman Kahn and Rand firms in the US (Zaidi and Khadiri, 2016:17; Diaa El-Din, 2004:49-51). Besides, in recent decades, organizational foresight has been the dominant umbrella terminology adopted by organizations for their research activities in the future (Ru, 2006:279; Von Der Gracht et al., 2010:381).

While in light of the scope of foresight, the idea of organizational foresight can be traced back to Alfred North Whitehead (1966:4) when he reached out to the "decisive characteristics of the competent business mindset" as an organizational foresight. Consequently, the concept of organizational foresight has two main features that include understanding and future prediction (Gómez, 2011:91; Slaughter, 1998:374; Abbadi & Hadi, 2019:75).

Furthermore, a study by Kuosa (2014:32) addressed that the foresight processes are intended to be comprehensive and systematic to combine prediction, hindsight, and insight meaningfully. Subsequently, the cornerstone of foresight is (hindsight), which is about understanding the historical processes and limitations of change systematically. While the foresight's body is (in-sight), that's an effort to comprehensively understand its current true nature and systems, actors, and fields. Besides, the foresight's eyesight is (fore-casting) referring to understanding the possible path-dependence of current patterns, visionary thinking, and phenomena. Whilst another study conducted by Nilsson & Ingemarson (2017:13) has illustrated that foresight studies play a crucial role in determining obstacles of the future, threats, and opportunities for potential future disciplines within various associated social sectors, it seeks to clarify what will happen and what could drastically change. Above all, a Battistella & Toni (2010:4) study demonstrated the need for long-term study and contextual improvements for the majority of current organizational issues and also a relation between investments in R&D and long-term productivity and the ability to identify and nurture core business competencies and skills.

Additionally, the (FOREN:3) report defines foresight as a participatory process, collecting future intelligence, medium to long-term vision, and systemic to establish a recently joint decision-making mechanism and mobilization activities. Foresight stems from a concurrence of recent developments and trends in strategic planning, future studies, and policy analysis. Given these points, it integrates core change agents and different expertise resources to set proactive intelligence and strategic visions.

Wherefore, the Oxford dictionary (2005:607) has been defined foresight in language as the ability to anticipate what might happen and use this prediction to plan (preparedness) for future developments. Simultaneously, the contemporary English Longman's Dictionary (1990:403) indicates that foresight relates to an image's ability about what will probably occur, empowering one to respond to support or prevent improvements (Reid and Zyglidopoulos, 2004:239). Hence the author Rohrbeck (2010: 2) conceptually defined organizational foresight as a link between strategic selection, environmental scanning and integration capabilities as groups of capabilities that enable organizations to anticipate rapid change at an early stage and to understand its impact for companies to support their reactivity to changes to be made in the future.

More broadly, organizational foresight empowers the future direction of an organization, as defined by House et al. (1999), as the level to which staff in firms or communities participate in future-oriented practices, including preparation, delay of satisfaction and future investment, and as to what degree community members or organizations agree that their present activities will have an impact on their current tasks (Ashkanasy et al., 2004:285). From an evolutionary perspective, the prediction process aimed at anticipating trends relying on previous data, while organizational foresight aims to research emerging problems about which no previous data are available (Rohrbeck and Gemünden, 2011:232). Subsequently, organizational foresight allows companies to set the groundwork for the competitive advantage of the future. All things considered, it is also determining, observing, and analyzing variables that influence transitions, identifying potential company consequences particularly, and triggering suitable companies' responses. Also, organizational foresight including numerous stakeholders and builds values by having access to vital resources before competitiveness, positioning the reform organization, and enabling the company to direct proactively towards a required future (Rohrbeck et al., 2015:6). More precisely, Rohrbeck (2010:11) adopted this definition of organizational foresight that involves systemic and/or cultural components ability which empowers the organization to discover discrete changes at an early stage, to perceive their implications for the organization, and devise appropriate responses to ensure the organization's long-term sustainability and success.

Most noted, organizational foresight can be defined as the organization's willingness to understand the numerous futures for their long-term benefit. It

conceptually illustrates logical information-processing and happens within organizational boundaries in a comprehensive style. Therefore, the purpose of organizational foresight is to determine and analyze critical factors that are anticipated to form the organization's future and improve the organization's perception of the long-term future. In comparison, organizational foresight considers multiple techniques and foresight methods to achieve this goal (Gómez, 2011:76). Arguably, foresightfulness is a more in-depth conception, which is the willingness to dealing with the future institutionalized potential of unobtrusive response to the circumstances of an organization so that leads organization can get around the globe (Tsoukas and Shepherd, 2004:138).

Afterward, Whitehead (1966) indicated that foresight is connected to organizations by providing knowledge, perspective, and intellect from a more practical perspective. The organizational practices also threaten the path in which these areas can be done, so the author emphasizes the need for businesses' organizational foresight. Interestingly, having a general definition of organizational foresight is not that easy—various terms, such as organization, strategic, and organizational foresight. In the past, they appeared and were used in an interchangeable style (Gómez, 2011:70). Thus, the current study defines organizational foresight as a term situated among the strategic and corporate foresight concepts as outlines in figure (5).

Based on those mentioned above, organizational foresight involves and analyses corporate and strategic terms as part of their definition. Furthermore, organizational foresight also addressed the fundamental trends and ideology of futures studies in the institutions. Finally, organizational foresight can be generalized to all types of organizations that undertake future studies. That is to say, terms that more understand this definition involve an organization's learning and knowledge, organizational skills, philosophy, and future (Gómez, 2011:75).
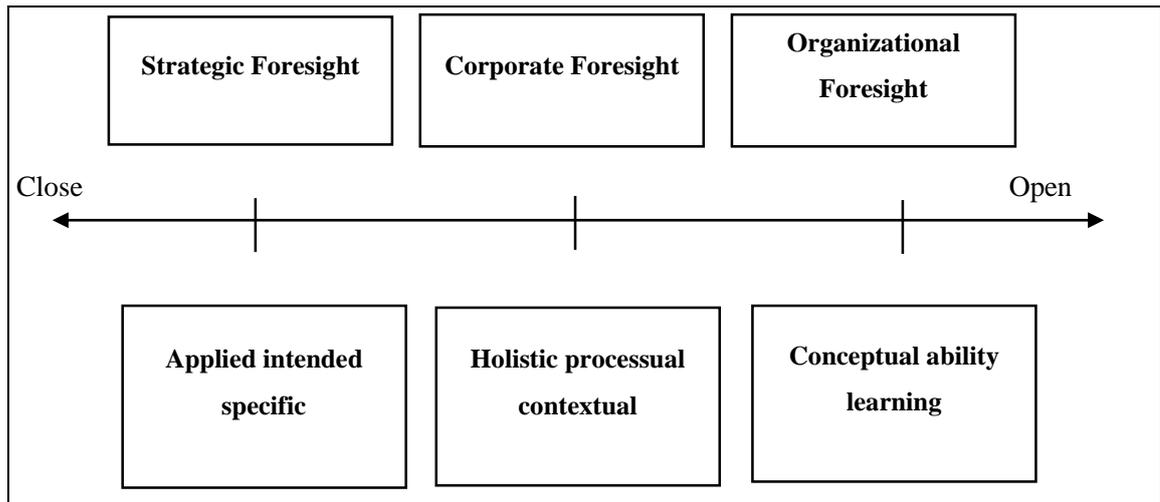
Figure 5. Continuum of foresight concepts based on their study scope

As a result, Miles & Keenan (2003) highlighted that the organizational foresight definitions have five critical features as described in the following (Çifci, 2019:10-11):

1. In order to differentiate from regular internal scenario designing practices, future studies must be comprehensive and methodologically.

2. Foresight must be linked to the prolonged time frame, usually range from five to thirty years.

3. Through paying greater attention to creativity, economic, and social factors; it must balance market pull and technological push.

4. To obtain government funding, if organizations are unable to support the study, they should be focused on the emerging generic technologies.

5. Consideration must be centered on societal issues such as education and training, ageing communities, preventing crime, Etc., not only on wealth-building.

2.2.2. The Relevance of Organizational Foresight

When studying foresight practices from an organization's perspective, it becomes apparent that they empower to maximizing the organization's value. Besides, a study by Kaserer (2015:21-25) have been discussed the significance of value creation within the foresight practices and also described the three roles organizational foresight can play whereby as stated below:

2.2.2.1. Value Creation

Rohrbeck and Schwarz (2013) determined a developed perception of environmental change by foresight practices and decreasing instability as the most critical value contribution of organizational foresight. Moreover, the results imply that organizational foresight can create an enhanced capacity of the organization to analyze and adapt to environmental changes where this occurs due to increased trends and coordination of activities when coping with instability, not only an enhanced perception of environmental improvements. Apart from interpreting and adapting to changes, organizational foresight empowers the enterprise to decide the future by persuading other firms, shareholders, or politics. In particular, as multi-entities have to work together to create systemic innovations, organizational foresight is anticipated to affect others to work and create a targeted future (Rohrbeck and Schwarz, 2013:1603-1604; Amanatidou, 2014:274). As a consequence, organizational foresight can provide companies with preparation time on innovation (von der Gracht et al., 2010:385) through acquiring valuable information on probable future developments, opportunities, and threats by organizational foresight before the rivals, it can contribute a head start on feasible innovation programs (Jissink et al., 2014:385). Besides as a lead, time can provide a resource for competitive advantage. Hence, corporations that learn faster and expect client needs better than their competitors can respond rapidly to client needs changes than those that don't (Woodruff, 1997:145).

2.2.2.2. Roles

Rohrbeck and Gemünden (2011) acknowledged three roles that organizational foresight must play in order to empower the organization's innovation capacity as follows:

a. Identifying new consumer needs by studying cultural trends, market research, and determining upcoming technologies by scanning the scientific and technological environment is critical for the initiator's role. Thereby organizational foresight can affect innovations by introducing recent R&D programs and new processes or models of business innovations. Additionally, organizational foresight's role is to identify the latest rival's product ideas through tracking their R&D programs, journal announcements, and patenting practices (Rohrbeck and Gemünden, 2011:237–238).

b. The strategist role contributes guides the organization's innovation abilities and encourages their innovation practices. In this role, the function of organizational foresight is to help the R&D portfolio's strategic analysis by sharing information on potential insights that empower the innovation portfolio's changes and hence gain strategic direction for future orientations. On the other hand, determining recent business models in the environment is another feature of the strategist role, which empowers the organizations to investigate their existing business model and gain insights toward alternatives. Besides, the foresight activities itself participate in numerous stakeholders, provokes internal discussions, and thus support to unite views and build a shared vision with some fuzziness to highlight instability in the future (Rohrbeck and Gemünden, 2011:238–239).

c. The competition's role indicates challenging the existing innovation ideas and fundamental assumptions to facilitate adjustments to potential external changes. In a like manner, through challenging the latest developments of existing R&D projects, organizational foresight can illustrate how those projects have to be adapted to environmental changes to ensure cutting-edge innovations as findings (Rohrbeck and Gemünden, 2011:239-240). Last but not least, the third effect of the rival's role is to investigate spots that would otherwise remain unnoticed. In performing so, the purpose of organizational foresight is to environmental scanning for disorders that could threaten present and upcoming innovation projects (Rohrbeck and Gemünden, 2011:240).

In this respect, organizational foresight can empower the capacity of the organization through investigating recent areas of business (the role of strategist), promoting innovative ideas and activities (the role of initiators) as well as challenging programs for innovation (the role of an opponent).

2.2.3. Types of Organizational Foresight

Organizational Foresight encompasses a wide variety of styles and methods to cope with the future. Although the projects vary in methods, concepts, size, time horizons understanding, and goals and the results they occur. However, a study by (Cuhls and Johnston, 2008:104-109) has been distinguished between two major categories of organizational foresight as described in the following:

Firstly, Future-oriented Technology Analysis (FTA) in business is performed within the organization, often by the organization itself and mostly supported by external mentors or consultants. Thereupon, here are some types of organizational foresight in business:

2.2.3.1. Foresight for Strategic Planning

Foresight and future-oriented studies are commonly performed in organizations with their own strategic (planning) departments, which involve larger companies such as (BASF AG) in Germany, Philips in the Netherlands. Indeed, there are several future-oriented ventures rolled in R&D strategic units or other innovative departments. Sometimes, these ventures aren't named foresight but are called early strategic detection or even derivatives of the term forecasting, long-term strategic planning, or long-term prediction studies. Concurrently, it is evident that this analyzes suit the so-called organizational foresight or FTA. In a like manner, most institutions aim to obtain an outline and a more in-depth understanding of technology usages' cultural and social environment. Companies, especially technology-intensive fields such as Siemens, IBM, Ericsson, and Philips use foresight more extensively to learn about technology trends and their future customers (Becker, 2002:9).

2.2.3.2. Foresight for Marketing

Notwithstanding less familiar, marketing foresight has been adopted to address public communities' issues by firms such as Siemens AG (horizon, the perspective of the future). Particularly, these practices have been used to position the firm as a responsible of shareholder within the environment. With attention to the effect of these practices on the company or community is difficult to assess but still a fact. Whereas other foresight programs are performed in large organizations' marketing departments, sometimes under various names such as (German Telekom) under community innovation. These techniques are primarily short-term and can be regarded in virtually any large marketing unit. Typically, Internal and external consumer data, for this reason, are also analyzed. At the same time, other corporations analyze these data more and from a longer-term perspective. Besides, Reger and his colleagues conducted a study in 1998 about foresight practices and improved new products in Japanese, US, and German firms. The findings reached out to a system related to R&D & marketing units

explicitly to determine long-term weak indicators. Also, a product can be determined that stems directly from consumers' desires or providing a better description.

2.2.3.3. Foresight for Organizational Change

Corporations participate in foresight to trigger organizational change on the one hand. On the other hand, the purpose is to reorganize the internal organization to cope with future trends. Nevertheless, as in so most situations of management of organizational change and internal resistance is so high to change, but it's the minimal effect, for instance, (Deutsche Telekom) which targeted to apply foresight practices but found that a significant degree of foresight was already performed under different labels. Thus, organizational change requires a great deal of internal expertise, and the individuals engaged in conducting such a foresight process typically have to work within the organization locally.

2.2.3.4. Foresight for Innovation

Foresight for innovation doesn't just cope with technology but also its upcoming and future markets for new products that produced from these new trends. In 10 to 20 years, as with local foresight methods, other corporations have a comparatively long-term vision. Sometimes, the various views or structure requirements are also at the frontline of innovation for several more purposes. In the light of innovation foresight, there are efforts to build methods beyond the conventional range where it's much difficult to evaluate a potential market such as Intel, Hewlett-Packard, and Google have pioneered the adopt of forecasting markets as an instrument of drawing-up and implementing of all their teams' expertise and competencies in the decision-making process.

Secondly, this kind includes the implementation of foresight practices findings which conducted outside a specific enterprise. Hence, the practices aren't directly designed to the corporation's goals but are used locally or for business reasons. Accordingly, these categories of foresight practices include:

1. **Get benefits from internal and general foresight programs' findings:** among the most common methods is data management, such as Delphi's findings and surveying from internal business foresight practices, particularly strategic planning. However, the data is further popular; they need to be tailored to the

various customers and reasons such as sectoral analyses. The relevant data must be identified, chosen, evaluated, and then transformed qualitatively into the context. Likewise, to obtain an outline, they must be clustered or addressed so that outlines are tailored to the approaches and goals. Contrarily, no effect can be obtained.

2. **Business associations' foresight**: business associations have performed foresight activities or analyzed the outcomes of their representatives' local foresight practices such as the German VDMA (machine instruments) established a business platform to disseminate information for their representatives and have been implemented the international project under name manufacturing-visions.

3. **Foresight by Enterprise**: it's typically aimed at identifying priorities or sharing information to the community, such as European science enterprises or firms, mostly small and medium-sized enterprises (SMEs). Additionally, the German foundation (Stiftung Industrieforschung) conducted a study. It funded the research enterprises that work with SMEs and have done two foresight projects to determine interesting topic areas. In two survey phases, new sectors and research subjects were determined and then evaluated based on significance and whether the firms would invest themselves in the subject. The findings have highlighted selected exciting topics and the impact of identifying priorities on foresight activities.

4. **Multi-customer studies**: the possibility of foresight as multi-customer studies is also available. Typically, these studies are funded by specific companies themselves, such as the European Commission, an agency, and ministry to support future trends.

2.2.4. Perspectives on Organizational Foresight

Previously, studies on organizational foresight have been performed by researchers from various research streams of business science. As a result, organizational foresight research still has a cross-functional aspect. Therefore, three various perspectives, including (the technology and innovation management, the strategic management, and the future study perspective) has been addressed and investigated of organizational foresight as proposed by Rohrbeck (2010:5) as described in the following (Kaserer, 2015:10-19):

2.2.4.1. Strategic Management Perspective

A study by Porter (1996) highlighted that the strategy aims to establish specific and valuable market-share to develop businesses among seeking new activities, dismiss new ideas and establish a strategic harmonizing through participatory planning activities to promote the chosen strategy. Thus, this perspective states that when firms are faced with external changes, indeed, corporations have to change their strategy. Organizations have to continually scan the environment for upcoming probabilities in order to determine these external changes. Such upcoming, which is named by Ansoff (1975) as strategic surprises, are essential deviations from the prior and represent the organization's future opportunities and threats. The first signs of strategic discontinuities are weak signals. Besides, they are forerunners of likely future trends and warning of new potential signs. If there is a weak signal first, the information involved is much fuzzy and unorganized. In sum, the strategic management studies have provided the area for organizational foresight by adopting the weak signal concept and determining the environment as a resource of future-oriented knowledge. Wherefore, collecting and conducting boundary scanning information at the level of top-management is a crucial success factor.

2.2.4.2. Innovation Management Perspective

The innovation management objective is to establish systems and capabilities that improve the ideas generation, new R&D trends, production and marketing process of new or developed products, processes, or resources to achieve an organization's sustainable competitiveness (Trott, 2008:15). Hence, a study by van der Duin and others (2014:525-526) determined four various generations which are presented as follows:

a. **Technology push**: the beginning stage is distinguished by a systematic innovation process focused on scientific discovery and technical expertise. Limited attention is given to the business position and the overall strategic objectives.

b. **Market pull:** the innovation's processes are still linear but activated through determining markets and social requirements. Also, innovation ventures are only minimally strategy-driven and distinguished by a wide variety of project management approaches.

c. **Parallel processes:** the innovation's processes are a mix of market pull and technology-push methods and are wholly integrated with the organization strategy at this stage. Feedback mechanisms and linkages are created with market needs and cutting-edge technologies.

d. **Networks or systems of Innovation:** numerous different corporations such as suppliers, competitors, or stakeholders are used to engage in parallel processes that enhancing speed development by providing critical assets. As a consequence, processes of innovation become complicated and challenging to manage.

Accordingly, the study streams of transformative and radical innovations are especially significant for organizational foresight in innovation management, in which both fields of research aim to expand the knowledge of how uncertain changes arise and how organizations can enhance them. Consequently, innovation is a new product process, substantially improved product, marketing approach, and organizational approach. An innovation establishes a new market and eventually surpasses the current market; it is considered disruptive innovation. Conversely, a sustainable innovation enhances the current product but doesn't affect the current market. On the other hand, a sustainable innovation may be adaptive if the clients anticipate the developments and radical innovative discontinuous happens in unpredictable situations. Therefore, these processes need foresight capabilities to analyze potential discontinuities as well as insight skills to expect discontinuing shocks and activate management behaviors (van der Duin et al., 2014).

2.2.4.3. Future Studies Perspective

Future studies, which are also named (futurology or futures research), seek to investigate, forecast, and clarify future trends systematically. Using various methods and strategies such as technology prediction, trend investigation, scenario thinking, Delphi studies, and road-mapping improves identification of change and adaptation or renewal according to numerous potential, presumable, and targeted future. In a like manner, future studies attempt to obtain comprehensive and holistic perspectives, rely on foresight from various fields, and seek to challenge and untangle the assumptions of the prevailing and contesting future (Rohrbeck and Bade, 2012: 5-6). Absolutely, future studies provided a broad set of instruments and approaches to organizational foresight

and most of the instruments are the findings of an internal foresight study (van der Duin, 2006:32). Notwithstanding foresight-empowering approaches, the researchers have been found the vital significance of the participated actors for future studies practices. The roles in processes are essential, not only the foresighters' abilities. For this reason, organizational foresight success depends heavily on the engaged actors. Accordingly, participants with valuable abilities, responsibilities, and active engagement are critical for organizational foresight.

2.2.5. Dimensions of the Organizational Foresight

The study of organizational foresight covers recognizing the foresight concept dimensions, especially in the light of the contents and nature of foresight is endorsed. In the meantime, the researchers are clarifying the foresight dimensions' impact by using them as a field measurement. These dimensions will be highlighted through introducing the efforts of previous researchers' knowledge who have clarified the idea of foresight from their different perspectives such as a study by Day and Schoemaker (2005) recognized four dimensions refers to (information usage, method sophistication, people & networks, and organizational culture) as dimensions of an organizational foresight. Subsequently, UNIDO (2005) inferred five dimensions' concerns (brainstorming, scenario planning, Delphi method, critical technologies, and technology roadmapping). However, e Cunha and his colleagues (2006) described four dimensions include (strategic planning, scenario thinking, visioning, and planned emergence). Likewise, Popper (2008) released four dimensions relates to (environmental scanning, scenario thinking, trend analysis, and the Delphi method). Assuredly, Al-Hadrawi (2010) revealed four dimensions pertain to (environmental scanning, Delphi technique, brainstorming, and scenario thinking). Nevertheless, Bengston and his colleagues (2012) corroborated four dimensions appertain to (environmental scanning, visioning, the Delphi method, and scenario thinking). On the other side, Paliokaitė and his colleagues (2014) concentrated on three dimensions (environmental scanning, strategic selection, and integrating capabilities). Kaserer (2015) identified three dimensions involves (environmental scanning, interpretation, and transferring). Most noted, Paliokaitė and Pačėsa (2015) indicated on three dimensions call for (environmental scanning, strategic selection, and integrating capabilities). More emphatically, Rohrbeck and Kum (2018) displayed four dimensions involves (environmental complexity &

volatility, information usage, people and network, and organizational culture). Most recently, Hassanabadi (2019) assumed three dimensions include (environmental scanning, strategic selection, and integrating capabilities), and Hamad (2019) displayed three dimensions (environmental scanning capabilities, strategic selection capabilities, and integrating capabilities). As a consequence, the questionnaire form will be adopting according to the above-stated references especially Hassanabadi (2019) and inferring some items and questions from them. Consequently, the present study will focus on agreed dimensions between outlined above authors, represented by:

2.2.5.1. Environmental Scanning

The significant expectation has directed that it eventually at the top management responsibility for identifying environmental changes. Ansoff's main recommendation that strategic management has to do the environmental scanning process continuously was referred to as the Chief Executive Officer (CEO) or executive board, following the investigation as a responsibility (Daft and Weick, 1984:284).

Above all, environmental scanning focuses on learning events, activities, and developments in the organization's environment that supports the market and technological opportunities identification. The fundamental processes of external scanning are guiding environmental scanning capabilities which include a strong external ties and weak ties resources and range time horizons for scanning. Subsequently, these tracking and surveillance practices can be summarized as an external scanning method that refers to the broad observation of the company's environment that empowering firms to determine and recognize new and future markets and changes. Such intelligence leads to the ability to feel creativity opportunities. Another obstacle is recognizing, integrating, and understanding the value of the latest insights into the organization's internal strategic and creative processes. If the latest opportunities are found first, organizations must collect and filter competitive, technological, and market information to figure out the consequences for activities (Paliokaitė and Pačėsa, 2015:167).

More broadly, another study by Jackson (2013:14) figured out that the scanning environment process is an art in which the external environment can be systematically explored in order to (identifying future opportunities, a clearer understanding of the nature and rate of changes in the environment, obstacles, and of potential future trends

relevant to the firm). Meanwhile, environmental scanning investigates both new, unusual, and strange ideas, as well as ongoing challenges and developments today. Thus, scanning the environment's future is crucial for future studies and the specific position in conducting a study. As a result, it's the input for creativity, strategic thinking, issues, and risk management. Indeed, the authors indicated the crucial objectives of environmental scanning as follows:

1. Detecting significant political, economic, social, technological, scientific, cultural, health, and environmental trends and situations.
2. Determining the future threats and opportunities for the company inferred by these developments, activities, and situations.
3. Identifying an accurate perception of the strengths and weaknesses of a company.
4. Provides a framework for analysis and decision-making on future program investments.

Correspondingly, a study by Voros (2003:7) implied that environmental scanning involves both looking at data (observing) and looking for data (searching). Simultaneously, Surveys of productive scanning activities in companies appear to focus on a set of popular best-practice principles:

1. Planning and managing environmental scanning as a strategic practice.
2. Implementing environmental scanning as a systematic system.
3. Associate with specialty experts and IT professionals in designing environmental scanning system.
4. Managing the information as the fundamental function of environmental scanning.

2.2.5.2. Strategic selection capabilities

The strategic selection capabilities depend on the organizational practices that decide what needs to be achieved internally and what can be gathered from the external resources, thereby enabling the ability to sense and form innovation opportunities. More empathically, most organizations create vital research into their businesses' future but fall short of linking these insights into investments and strategic activities. At the same time, one crucial element of foresight effectiveness is that the results must be related to the business's strategic objective and value-creation model. Thus, this supports

managers to instantly interact with the findings and instantly start the decision-making process (Paliokaitė and Pačėsa, 2015:167).

Interestingly, research by Paliokaitė and his colleagues (2014:164-165) demonstrated that the organizational foresight process seeks to determine and select the related elements which can be used to create a coherent future vision. Consequently, the ability to collect and select appropriate data/information which can be turned into potential reusable knowledge depends on planning, visioning, and interpretation. That is guided by visioning, which encompasses the establishment of practical intellectual ties among the data chosen and how to interpret them to direct current activities that could affect the future. Indeed, planning includes the maximizing of organizational capital and talents to achieve an idealized vision. As a sub-element of organizational foresight, the strategic selection capability refers to the organizational abilities that systematically interpret the business environment and gain their limited resources to seek an idealized future.

Moreover, another study by Hassanabadi (2019) displayed three components of strategic selection capabilities as follows:

a. **Visioning**: a vision is a forward-looking expression of the future that a team or company seeks to create depending on common deep values and objective or an idealized situation that relays future fulfillment potential. Accordingly, the future's shared visions must also include multiple components; shared understanding, clarity, meaningful imagery, strategic direction, and team buy-in. While the future's visions are valuable in the present, they strengthen choices and opportunities. As a result, the significance of a positive vision of the company's environmental future is the significant key challenges that facing humanity to build a shared vision of a healthy and sustainable community (Bengston et al., 2012:4).

b. **Planning**: it is determining the organization's long term vision enabled by the organization's processes, talents, and practices through sharing of the organization's routines (Hassanabadi, 2019:69).

c. **Analyzing**: trend analysis is a prediction that analyzes the nature, cause, possible effects, probability, and pace of the emerging change issue. Besides, some developments are relatively anticipated, such as the growth of the global

population rate; however, most trend presumptions will deteriorate as the projection goes over time (Jackson, 2013:32).

2.2.5.3. Integrating capabilities

Integrating capabilities incorporate the integration of obtained information of future-directed, knowledge-based into the corporation's systems, upcoming technology networks, and new product trend plans. Meanwhile, fulfilling these idealized visions needs the loyalty of resources and knowledge, which are usually disseminated within the company. Meanwhile, to illustrate this expertise's ability, it's necessary to improve the knowledge base of the company itself to support firms to re-organize the exploring strategically and exploit of determining weaknesses and opportunities throughout the current circumstances. Hence, the leadership, coordination, and knowledge-based determined organizational processes as other quintessential methods that enables the organizational resources' integration to obtain an idealized future:

1. Leadership refers to management's loyalty to creating a shared future interpretation by continually mobilizing various organizational actors' visions.

2. Coordination refers to the iterative method of creating and earning representational differential visions to manage current actions (Paliokaitė et al., 2014:165).

3. By knowledge-base, it refers to set in individuals in specific talents or the stable resources applied within the production process (Hassanabadi, 2019:71).

Wherefore, figure (6) displayed the capability approach of an organizational foresight:
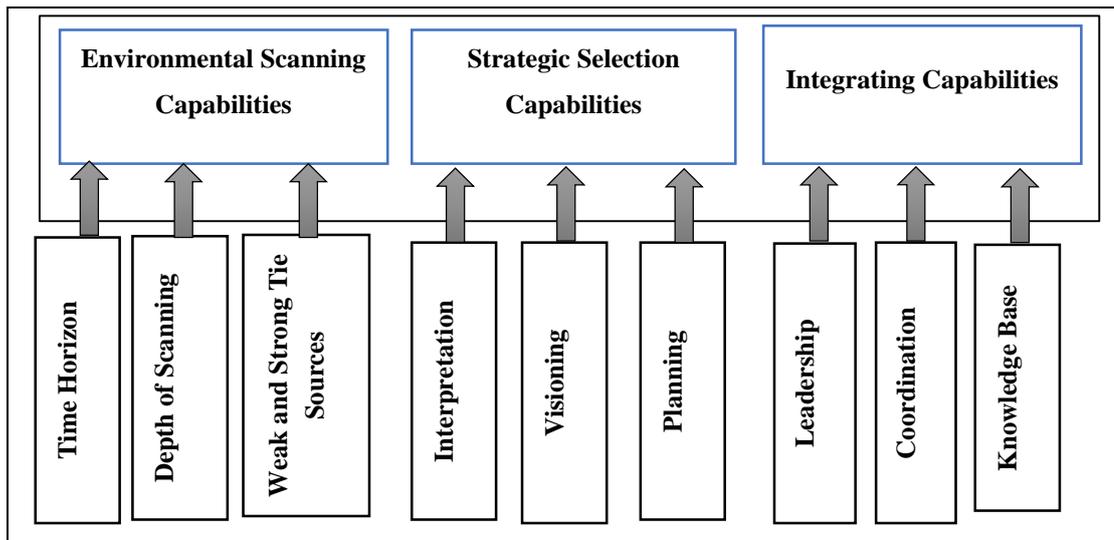
Figure 6. The capability approach of organizational foresight

Source: Paliokaitė, A., Pačėsa, N., & Sarpong, D., (2014), Conceptualizing Strategic Foresight: An Integrated Framework, *Strategic Change*, *23*(3-4), p. 164.

2.2.5.4. Scenario thinking

Scenario thinking is one of the most popular and most-cited as a valuable method for future planning—scenarios, not only forecasts of what will happen but also are planned for possible future issues. More broadly, it underpins organizations to determine future choices spaces and gains the trust to act in an uncertain environment. Additionally, scenario thinking questions predictions that make in the future. This approach establishes appropriate insights into the future, which decision-makers could practice to identify their better response and how to adapt to alternative actions. Thus scenarios, like articles, are qualitatively distinct perceptions of what the future looks like. That make assumes how the environment works clearly. As the program progresses, the task will shift from broad exploration to emphasis narrowing, from environmental scanning to envisioning possible futures and response identification. In this sense, the key to formulating strategies for the best/worst designed scenarios is to find a suitable environment on which to base consequent action plans. Subsequently, creating scenarios support organizations and leverage them to understand the domain of potential options, change the organization's vision of how the environment works, create a shared understanding of the actual problem testing firm's decisions towards a range of potential environment, determine issues for environmental scanning, teach individuals

and group how to think about the future strategically and how to work (Jackson, 2013:26).

2.3. Theoretical Relation Between ES and OF

Gidley (2004) has carried out an extensive study about the relationship between empowerment and foresight; hence it found a strong association between empowerment and foresight. Most significantly, the study highlights how visioning procedures and foresight for empowerment need to be connected with practice strategies. Notwithstanding, it's evident that empowerment get benefits from community actors by participating in foresight processes to establish or reshape the upcoming ahead instead of adjusting to future pre-fashioned by others. In a similar fashion, here implies a concept of empowerment in relation through using scenarios and foresight. As stated, empowerment is a strategy to improve the capability to apply the foresight through self-determination; while empowerment isn't an activity by itself but a capability. Wherefore, the empowerment occurrence wouldn't be assessed by situations that must be linked to scenario planning practices but through the ability gained in applying the foresight.

Accordingly, Poli (2015) argued that although the capacity approaches improved by Nussbaum and Sen (1993); it doesn't refer explicitly to a future direction, and it provides new orientations to usage the future, particularly the capability for staff and firms to select explicitly among various futures. On this argument basis, empowerment is seen as a strategy of societal change that contributes to establishing a new pattern of systematic power or planets within a community. In this regard, empowerment is also about the initiation of local companies as central drivers in a societal change formed through an awareness of future obstacles from a variety of insights (Bourgeois et al., 2017:180).

Hence, empowerment is about foresight trends, literacy as a capacity, and the ability to make better sense (Miller, 2015). Also, it's a preliminary stage before actually leading to "external capabilities" (Krawczyk and Slaughter, 2010), the recent being "the ability of local authorities to attain its goals and effect a given case, called the internal agency." Thus, external capacity or internal agency illustrates the opportunity for future studies local societies to usage the future as a tool for actions. Similarly, for empowerment as the existence of foresight trends to lead to the internal agency in a

multi-shareholder, inter-organizational sense, a very particular type of engagement is required, a co-creation, described as a formulate process where several various shareholders research opportunities, thoughts, and ambitions in an interactive brainstorming style. On this basis, making the usage of empowerment practices in future needs an action study posture as discussed by Ramos (2006: 644) with five features: (i) it aims at developing the human situation, (ii) it's collaborative, (iii) it's explanatory, (iv) it's research by respondents for participants, and (v) it has an initiative ethos.

Resultantly, most empowerment studies and research provided numerous indicators that confirm the benefits of adopting this strategy by most organizations. As for Blanchard and his colleagues (1996:21) pointed out numerous benefits that organizations can derive from empowerment, as shown below (Sherif, 2002:49-50):

1. Empowerment contributes to reducing work mistakes by up to 40%.
2. Enhancing the speed of responding to customers' needs by up to 50% through applying empowerment strategy.
3. Achievement of the required quality by 100%.
4. Reduce costs at rates ranging between 10% - 15%.
5. Promote positive behavioral attitudes as satisfaction, loyalty, and commitment.

Correspondingly, Beşer and Öner (2011:50) identified a number of advantages which comes from organizational foresight in order to adopting empowerment strategy as it taken as an anticipatory response to best cope with the volatilities and the ambiguities at business environment generally, as follows:

1. Reduce ambiguity by recognizing novel and associated trends.
2. Preparing strategic-decisions.
3. Encourage innovation practices.
4. Develop novel and upcoming business areas/markets.
5. Build direction on future trends.
6. Create a knowledge base.

2.4. Previous Studies

This part outlines a number of previous studies in this research. Thus, the current study gained a number of previous studies, which are (11) studies to clarifying the most important results and suggestions for these studies to support the present study to

develop the theoretical background and adopting the questionnaire. As a result, the previous studies will be presented chronologically from the latest to oldest one that organized into two groups, the first will be on empowerment studies, and the second will be on foresight studies, as follows:

2.4.1. Empowerment Strategy

Empowerment strategy includes (6) studies that related to empowerment as follows:

Alyan Study (2020) entitled: "The impact of participatory management on administrative empowerment: A Field study on Palestinian police in the Gaza strip." This study aimed at determining the impact of participatory management on the managerial empowerment, which adopted a descriptive-analytical method, the questionnaire was adopted as the primary tool for gathering data. Wherefore, the study population involved all police officers (police-passports) at the Palestinian military in Arafat City who numbered (265) police officers. In contrast, the study sample consists of (162) managers of units and departments who were randomly stratified at the directorate of the Palestinian Military in Gaza City. Correspondingly, this study supports the current study in identifying the dimensions of empowerment and builds the measurements of the study. In the end, the study pointed out several findings and suggestions the most important of which are:

a. The outcomes revealed a significant positive correlation and influence between participatory management and managerial empowerment in the Palestinian military.

b. To enhance the Police directorate adopted all dimensions of managerial empowerment as a key to several positive findings, on both the individual and the organizational levels.

Khaddam et al., 2020 in their paper named "The Impact of HRM strategies on smart organizations: The mediating role of staff' empowerment/field study on a group of pharmacies operating in the capital, Amman." This study aimed to investigate the scope of the influence of staff' empowerment on improving the effect of HRM strategies in smart organizations at a group of pharmacies operating in the capital City of Amman. Subsequently, the questionnaire was the principal instrument for this study which was analyzed by (SPSS) program. Most notably, the study population and the sample has

been represented by all staff at the managerial levels in the surveyed pharmacies at Governorate of Amman who totalled (50) staff which was selected as a simplified sample. Arguably, this study enhances the current study to enrich the knowledge and theoretical framework of empowerment. In sum, the study pointed out a set of findings and recommendations, the most important of which are:

a. The results indicated a significant positive correlation and impact of staff empowerment to improve the impact of HRM strategies in smart organizations in a group of pharmacies operating - Amman.

b. The findings demonstrated that empowering staff is an essential factor to develop skills and improving organizational performance in which the pharmacies adopted valuable criteria to evaluate and monitoring staff's performance.

A study by (Rothman. et al., 2019) entitled: "A systematic review on organizational empowerment." This study aimed to display a systematically reviewing of organizational empowerment (OE) and find out how the model components impact each other. Additionally, as research design, all papers which cited the OE model, published by Peterson and Zimmerman in 2004, have been methodly reviewed. In total (37) studies out of (410) which have been listed in (Google Scholar) and the (Web of Science). Therefore, this paper originality value comes from as OE model since (2004) no systematically reviewing has been presented yet. According to Peterson & Zimmerman (2004: 29) stated the valuable concept of empowerment "it is an active, participatory process through which individuals, organizations, and communities gain greater control, efficacy, and social justice." In this context, this paper helps the present study to an in-depth understanding of the theoretical field and richness of scientific knowledge. In this manner, this paper pointed out some results and recommendations the most important which are:

a. The results of the review figured out the internal, extra, and intra-organizational empowerment has an effect on each other and that knowledge of intra-organizational empowerment procedures and results has been improved. However, there is limit scope additional evidence for the other two elements.

b. The outcomes were suitable for authorities, leaders in the humanitarian sector, academics, and scholars. The practical field can be enhanced by implementing the knowledge. So the researchers can use the findings in their project, which will use the results to further expansion of OE.

A study by (Potnuru. et al., 2018) under the title: "Team building, employee empowerment and employee Competencies/Moderating role of organizational learning culture." This paper purposed to analyze the effect of team-building and staff empowerment on employee efficiency and explore the moderating role of organizational-learning culture among these relationships. The data was organized by using (SPSS), where the questionnaire form was the primary instrument for gathering data. Besides, the study population involved four cement-manufacturing units which were medium-sized in India. At the same time, the study sample consisted of senior leaders and supervisors of staff in these factories in India. Hence, the questionnaire was distributed to approximately (952) workers, (653) of them was full responses were received, where the response rate was (68.53%). Correspondingly, this paper would support the present study to enhance the knowledge and theoretical framework of empowerment. Therefore, this paper outlined a set of findings and suggestions the most important as following:

a. The findings indicated that the organizational culture of learning enhances team building and employee empowerment relationships on employee competencies.

b. The outcomes revealed the potential which encouraged decision-makers at manufacturing firms to implement strategies that will empower them to improve employee efficiency, drawing up practical HR development projects to develop their employees' ability to maximize organizational value and objectives.

Al-Asoufi and Akhorshaideh, (2017) a study titled: "The Impact of Employee Empowerment on Success of Organizational Change: A Study in Privatized Enterprises in Jordan." Thus, the study aimed to investigate the impact of employee empowerment on success of organizational change at privatized firms in Jordan. While the questionnaire was the primary tool to collect the data which was organized by (SPSS). Hence, the study population consists of set of privatized companies in Jordan such as Jordan Phosphate Mines Company and Electricity Distribution Company. Whereas the study sample was included staff in the middle and lower-level management by stratified random sample, (143) questionnaire forms were distributed, where the response rate is (99%). Most notably, this study enhances the current study to enrich the theoretical field and enhance to determine the dimensions of empowerment. Therefore, the study figured out a set of results and suggestions the most important as following:

a. The outcomes illustrated a significant positive impact and correlation between empowering employees and its dimensions such as (talent management, leadership styles, employee training, rewards) on the success of an organizational change in privatized companies in Jordan.

b. The results displayed that empowering employees plays a vital role in positive influences on human relations inside to involving them in the decision-making process and develop effective strategy programs.

A study by (Areiqat & Naji) (2016) entitled: "The Role of Employee's Empowerment Strategy in Improving the Organization's Effectiveness/a case study of Coca-Cola Bottling Company of Jordan." The study aimed at determining the role of the applying of employees' empowerment strategy in enhancing the organization's effectiveness at Coca-Cola Bottling Company/Jordan. Thus, the study was used questionnaire form for data collection and data analysis, where the study population consisted of the (operational, financial, and managerial) departments in the Coca Cola bottling company. In comparison, the sample study was represented by all staff at the top management levels who were totalled (50) staff which the study has chosen the stratified random sample. Additionally, this study supports the present study to richness the theoretical and practical field to empowerment. In this sense, the study gained a set of results and suggestions, the most important as shown below:

a. The results confirmed that empowering employees plays a fundamental role in improving Coca-Cola employees' performance, product quality, and market share.

b. The study adopted some standards to Re-evaluate the empowerment role to enhance the return on investment (ROI).

2.4.2. Organizational Foresight

(OF) encompasses (5) studies that related to foresight as follows:

A study by Gordon et al., (2020) under the title: "50 Years of corporate and organizational foresight: Looking back and going forward." This paper sought to point out a systematic literature review process of foresight practicing conceptualization "on the occasion of the 50th anniversary of Technology Forecasting TF & Social Change SC" and to highlight 32 essential contributions in equally way crucial over five decades in the journal's corporate and organizational foresight which include a thematic

overview of these papers. Moreover, this paper addressed authors' interests as they have sought to implement foresight in enterprises, organizations, and companies by discussing the cumulative concepts and evolution of organizational foresight field by those authors. In contrast, the authors linked between organizational foresight with practices, theory of innovation, strategy, engineering, and R&D management. Arguably, this paper lies in some findings; the important one is that the study focused on the current goals and future challenges in the field and wishes for researchers and professionals' necessary opportunities to supporting further to corporate and organizational foresight in future years. Correspondingly, this paper supports the present study to the richness in the theoretical area of foresight.

Hassanabadi, (2019) a study entitled: "Strategic Thinking, Organizational Foresight, and Strategic Planning in High-tech SMEs in the UK." This study aimed to examine the mediating role of Strategic Planning in the relationship among strategic thinking, organizational foresight, and company performance in small and medium-sized enterprises (SMEs) operating in the United Kingdom's high-tech. Hence, this study used both quantitative and survey methods for gathering the data due to a large number of SMEs in the UK. Moreover, the questionnaire survey was the main tool for gathering data that were organized by (SPSS) program. Consequently, the study population contained a high-tech sector of (information technology, telecommunications, company performance, and software development sectors). Besides, the study sample involved (145) individuals who are owners, founders, and managers from all levels involved in the decision-making process in the UK. Also, this study was adopted stratified random sampling. Correspondingly, this paper would support the present study to enhance and identifying dimensions of organizational foresight and enrich the theoretical aspect of foresight. Thus, this paper produced a set of results and suggestions the most important as the following:

a. The findings pointed up a significant positive impact between organizational foresight dimensions (environmental scanning capabilities and strategic selection) on strategic planning. However, integrating capabilities have no impact on strategic planning.

b. The outcomes figured out that foresight practising is a crucial factor in enhancing and developing firm performance in the high-tech sector at UK, where the study adopted valuable criteria to evaluate and monitor firm performance.

Rohrbeck and Kum, (2018) a study under the title: "Corporate foresight and its impact on firm performance: A longitudinal analysis." The purpose of this study was to examine the impact of corporate foresight on firm performance at multinational European companies that applying corporate foresight. Besides, this paper applied a longitudinal approach for data analysis. Thereupon, this paper depended on the questionnaire form and observation as the main tools of the study. Wherefore, the study population consisted of multinational European companies which was included industries, banks, chemical, healthcare, pharmaceutical telecommunications, retail and consumer business, manufacturing, energy, automotive, and transport. In contrast, the study sample was represented by operating managers in the innovation fields, product development, and market researcher. Thus, the (135) companies participated in a total (467) firms where response rate (29%). As a result, (83) questionnaire forms have been validated for data analysis. Moreover, this paper supports the current study to enrich the theoretical field of foresight. In sum, the study gained a set of results and suggestions, the most significant as stated below:

a. The results revealed strong evidence and positive effect of corporate foresight on firm performance that supported upcoming preparedness to be a pioneer and powerful predictor in the industry.

b. The findings demonstrated that corporate foresight plays an essential role in enhancing and developing a firm performance that has helped push longer-term growth strategies, and make their economies and communities more sustainable in the surrounding environment.

A study by Jafari and Tabataba'i, (2017) entitled: "Corporate foresight and its effect on innovation, strategic decision making and organizational performance/case study: Iranian banking industry." this paper aimed to examine the relationship among "Corporate foresight (CF), strategic decision making, innovation, and organizational performance" at industrial banks in Iran. However, this paper used an applying approach, descriptive, and time cross-sectional study. While this paper relied on two instruments as the main tools first, interviews with academics and industry experts. Secondly, the questionnaire form. Moreover, the study population covered all banks permitted by the Central Bank included (30) banks. Correspondingly, the study sample was represented by all experts (managerial, specialized, and executives) who totalled (384) experts, where the study has chosen the stratified sampling method. Most notably,

this paper supports the current study of the richness in the theoretical aspect of foresight. In sum, the study obtained a set of findings and suggestions, the most significant as shown below:

a. The outcomes pointed out that organizational foresight has a vital role in enhancing creative management, strategic decision-making, and organizational performance improvement in these industry banks.

b. The results figured out that organizational foresight will be implemented comprehensively at the strategic level only if the organization's top management mentality changed at industrial banks.

Motti and Masoumi, (2016) a study titled: "An Operational Process for Organizational Foresight and Anticipation." The purpose of this paper was to present and clarifying coherent theoretical framework of organizational foresight in both the exploratory and normative paths according to the four alternative futures of the (Manoa school) in order to facilitate understanding and investigating the four core building blocks of the future which were (images, events, actions, and trends) in three layers of the company, country, and the world in terms of political, economic, cultural, technological, and environmental fields. Subsequently, the linking between organizational foresight and anticipation was accomplished by referring to a professionally improved horizon scanning database and monitoring where it has a strong link between them. In contrast, this paper supports the current study of the richness in the theoretical field of foresight. Most notably, this paper stated a set of results and suggestions the most important as the following:

a. The results illustrated that foresight practising plays a critical role in substantially that reducing of usual costs and time to consider future challenges and make plans for appropriate responses.

b. The outcomes emphasized adopting the three-dimensional matrix that should be used for systematic reflections, scenarios, and narrative development to investigate the four core building blocks of the future.

c. The findings encouraged innovation in recommending concrete steps required in each part of the organizational chart to maintain profitability, maximize organizations' values, plan insightful, and realistic responses to future challenges and opportunities.

In the light of the previous studies, the results pointed out the main differences among the current study and the previous studies is that the current study is performed in an educational environment characterized as one of the greatest governmental university in Duhok governorate which called University of Duhok. Moreover, most of those previous studies examined the items in different sectors and samples such as banks, firms, and health. In this manner, the study identifies a number of benefits gained from the previous studies, as follows:

1. Those studies are inferred that there is a full awareness of agreement on the importance of empowerment and foresight and its vital role in maximizing organizational values and achieving their goals and objectives.

2. Those studies are indicated that there is some intellectual association among researchers in selecting the relevant factors and dimensions for both variables, which were examined by testing and analysis.

3. In-depth understanding of the study's subject by reviewing and studying the researchers' contributions to empowerment and foresight areas.

4. Those studies are supported to designing the study questionnaire, inferring some items, and questions from them and drawing up the study methodology.

2.5. Chapter Summary

The current chapter has broadly articulated the theoretical framework's variables and its dimensions (sub-variables), theoretical relation between empowerment and foresight, hence the previous studies to enrich and develop the study. Besides, the framework variables are namely empowerment strategy (communication and information availability, establishing team-work, motivation and training, leadership style, and creative behaviour development), organizational foresight (environmental scanning capabilities, strategic selection capabilities, integrating capabilities, and scenario thinking). The next chapter will address the study methodology, as well as data collection techniques will be argued.

CHAPTER THREE

3. STUDY METHODOLOGY

The current chapter of the thesis copes with the study's methodology to investigate empowerment strategy and its impact on organizational foresight. In other words, the study's methodology in this chapter is used by the current study to clarify the procedures that will be utilized by the study for collecting the required data to obtain study objectives. Hence, this chapter covers study hypotheses, study model, data collection instruments, data analysis instruments, study population and sample frame, and pilot test. In the final section, the chapter's summary will be presented.

3.1. Methodolodgy to be Adopted

Studies in the business management field depend on research approaches: descriptive, experimental, historical, case study, content analysis, or comparative approaches. Thus, research design is the process of gathering, analyzing, and reporting study (Creswell, 2012). In this manner, the present study relies on a descriptive-analytical design because it supports researchers in demonstrating the association among variables (Berg and Lune, 2014). Thereupon, this research examined the relationship and impact among empowerment strategy and organizational foresight and its dimensions at the UoD faculties, including the (gathering of data, classifying data, analysis, and explanation of data). Absolutely, this method attempts to describe the study problem's characteristics accurately and adequately, while the hypotheses have been drawn up to achieve this purpose that uses statistical techniques (Sekaran and Bougie, 2016:44).

3.2. Study Model

The study methodology procedure of the study problem according to theoretical framework requires the design of the study framework as shown in figure (7), which illustrates the logical relationship and impact between empowerment strategy and organizational foresight; this framework is described by anticipating the relationship and impact among the dimensions of the study variables according to their goals.
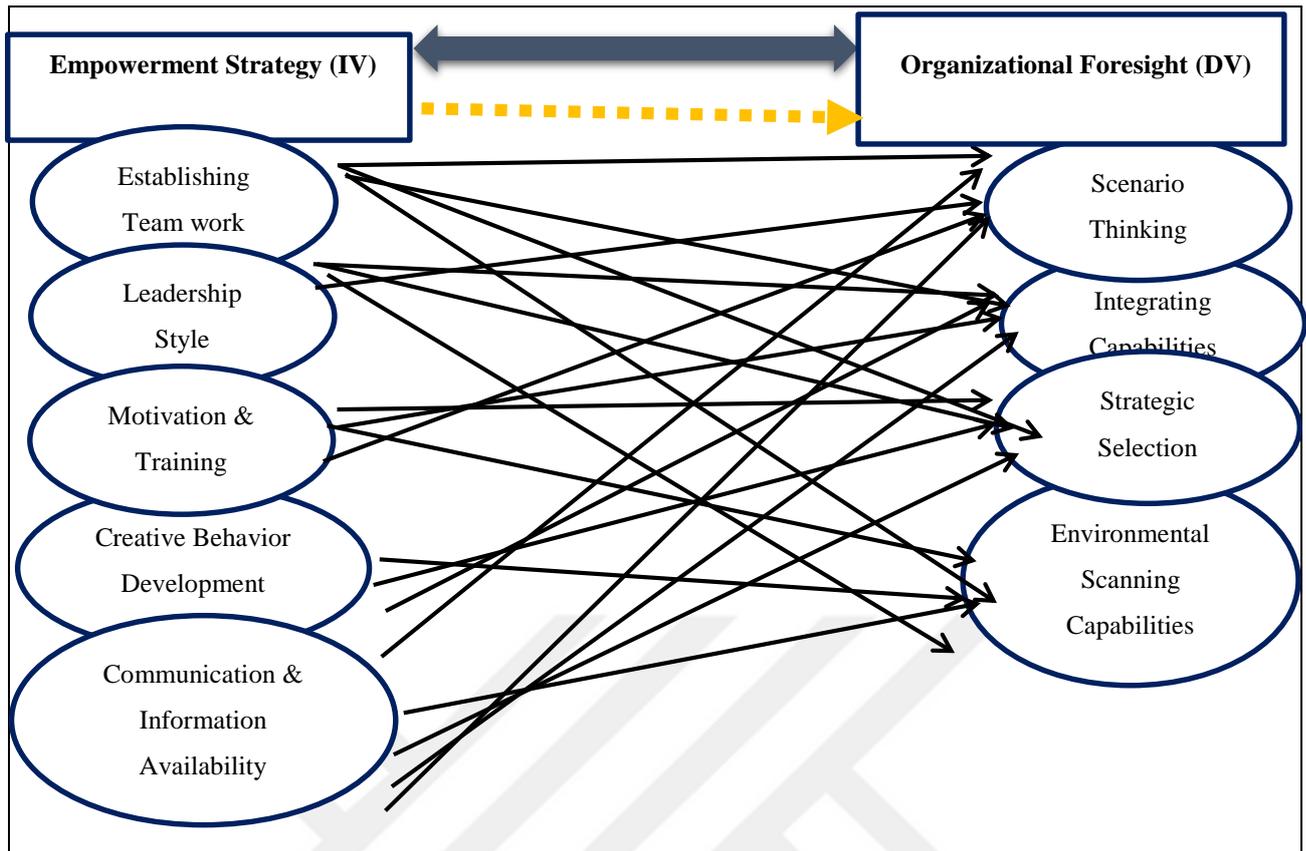
Figure 7. The Study Model

Source: The researcher from the literature review.

3.3. Study Hypotheses

In the light of the study, after outlining a study problem, questions, and objectives, the current study drew up the primary hypothesis for both correlation and impact that states as follows:

Firstly, the primary hypothesis for correlation as follows:

Ho. There is no significant relationship between empowerment strategy and organizational foresight.

H$_1$. There is significant relationship between empowerment strategy and organizational foresight.

Secondly, the primary hypothesis for impact as follows:

Ho. There is no significant impact of empowerment strategy on organizational foresight.

H$_1$. There is significant impact of empowerment strategy on organizational foresight.

Consequently, the following are secondary hypotheses for both correlation and impact in order to investigate the study's objectives as shown in table (2):

Table 2. Study Hypotheses

Seq.	Secondary Hypotheses (Correlation)	Secondary Hypotheses (Impact)
H₁	**Ho.** There is no significant relationship between establishing teamwork and scenario thinking. **H₁.** There is significant relationship between establishing teamwork and scenario thinking.	**Ho.** There is no significant impact of establishing teamwork on scenario thinking. **H₁.** There is significant impact of establishing teamwork on scenario thinking.
H₂	**Ho.** There is no significant relationship between leadership style and scenario thinking. **H₁.** There is significant relationship between leadership style and scenario thinking.	**Ho.** There is no significant impact of leadership style on scenario thinking. **H₁.** There is significant impact of leadership style on scenario thinking.
H₃	**Ho.** There is no significant relationship between motivation & training and scenario thinking. **H₁.** There is significant relationship between motivation & training and scenario thinking.	**Ho.** There is no significant impact of motivation & training on scenario thinking. **H₁.** There is significant impact of motivation & training on scenario thinking.
H₄	**Ho.** There is no significant relationship between creative behavior development and scenario thinking. **H₁.** There is significant relationship between creative behavior development and scenario thinking.	**Ho.** There is no significant impact of creative behavior development on scenario thinking. **H₁.** There is significant impact of creative behavior development on scenario thinking.
H₅	**Ho.** There is no significant relationship between communication & information availability and scenario thinking. **H₁.** There is significant relationship between communication & information availability and scenario thinking.	**Ho.** There is no significant impact of communication & information availability on scenario thinking. **H₁.** There is significant impact of communication & information availability on scenario thinking.
H₆	**Ho**. There is no significant relationship between establishing teamwork and integrating capabilities. **H₁.** There is significant relationship between establishing teamwork and integrating capabilities.	**Ho**. There is no significant impact of establishing teamwork on integrating capabilities. **H₁.** There is significant impact of establishing teamwork on integrating capabilities.
H₇	**Ho**. There is no significant relationship between leadership style and integrating capabilities. **H₁.** There is significant relationship between leadership style and integrating capabilities.	**Ho**. There is no significant impact of leadership style on integrating capabilities. **H₁.** There is significant impact of leadership style on integrating capabilities.
H₈	**Ho.** There is no significant relationship between motivation & training and integrating capabilities. **H₁.** There is significant relationship between motivation & training and integrating capabilities.	**Ho.** There is no significant impact of motivation & training on integrating capabilities. **H₁.** There is significant impact of motivation & training on integrating capabilities.
H₉	**Ho**. There is no significant relationship between creative behavior development and integrating capabilities.	**Ho**. There is no significant impact of creative behavior development on integrating capabilities.

	H$_1$. There is significant relationship between creative behavior development and integrating capabilities.	**H$_1$**. There is significant impact of creative behavior development on integrating capabilities.
H$_{10}$	**Ho**. There is no significant relationship between communication & information availability and integrating capabilities. **H$_1$**. There is significant relationship between communication & information availability and integrating capabilities.	**Ho**. There is no significant impact of communication & information availability on integrating capabilities. **H$_1$**. There is significant impact of communication & information availability on integrating capabilities.
H$_{11}$	**Ho**. There is no significant relationship between establishing teamwork and strategic selection. **H$_1$**. There is significant relationship between establishing teamwork and strategic selection.	**Ho**. There is no significant impact of establishing teamwork on strategic selection. **H$_1$**. There is significant impact of establishing teamwork on strategic selection.
H$_{12}$	**Ho**. There is no significant relationship between leadership style and strategic selection. **H$_1$**. There is significant relationship between leadership style and strategic selection.	**Ho**. There is no significant impact of leadership style on strategic selection. **H$_1$**. There is significant impact of leadership style on strategic selection.
H$_{13}$	**Ho**. There is no significant relationship between motivation & training and strategic selection. **H$_1$**. There is significant relationship between motivation & training and strategic selection.	**Ho**. There is no significant impact of motivation & training on strategic selection. **H$_1$**. There is significant impact of motivation & training on strategic selection.
H$_{14}$	**Ho**. There is no significant relationship between creative behavior development and strategic selection. **H$_1$**. There is significant relationship between creative behavior development and strategic selection.	**Ho**. There is no significant impact of creative behavior development on strategic selection. **H$_1$**. There is significant impact of creative behavior development on strategic selection.
H$_{15}$	**Ho**. There is no significant relationship between communication & information availability and strategic selection. **H$_1$**. There is significant relationship between communication & information availability and strategic selection.	**Ho**. There is no significant impact of communication & information availability on strategic selection. **H$_1$**. There is significant impact of communication & information availability on strategic selection.
H$_{16}$	**Ho**. There is no significant relationship between establishing teamwork and environmental scanning capabilities. **H$_1$**. There is significant relationship between establishing teamwork and environmental scanning capabilities.	**Ho**. There is no significant impact of establishing teamwork on environmental scanning capabilities. **H$_1$**. There is significant impact of establishing teamwork on environmental scanning capabilities.
H$_{17}$	**Ho**. There is no significant relationship between leadership style and environmental scanning capabilities. **H$_1$**. There is significant relationship between leadership style and environmental scanning capabilities.	**Ho**. There is no significant impact of leadership style on environmental scanning capabilities. **H$_1$**. There is significant impact of leadership style on environmental scanning capabilities.
H$_{18}$	**Ho**. There is no significant relationship between motivation & training and environmental scanning capabilities. **H$_1$**. There is significant relationship between	**Ho**. There is no significant impact of motivation & training on environmental scanning capabilities. **H$_1$**. There is significant impact of motivation

	motivation & training and environmental scanning capabilities.	& training on environmental scanning capabilities.
H_{19}	**Ho**. There is no significant relationship between creative behavior development and environmental scanning capabilities. **H₁**. There is significant relationship between creative behavior development and environmental scanning capabilities.	**Ho**. There is no significant impact of creative behavior development on environmental scanning capabilities. **H₁**. There is significant impact of creative behavior development on environmental scanning capabilities.
H_{20}	**Ho**. There is no significant relationship between communication & information availability and environmental scanning capabilities. **H₁**. There is significant relationship between communication & information availability and environmental scanning capabilities.	**Ho**. There is no significant impact of communication & information availability on environmental scanning capabilities. **H₁**. There is significant impact of communication & information availability on environmental scanning capabilities.

Source: The Researcher in the light of study objectives and framework.

3.4. Data Collection Instruments

In order to document the study, its hypotheses, finalizing its chapters, and draw up the final findings, the study depends on specific methods to both the conceptual and practical side as stated below:

1. **Academic Area**: the study focuses on references, papers, theses, textbooks, international journals, periodicals, and related articles as listed in the list of references—nevertheless, the use of the internet to see the recent sources about the study topic.

2. **Practical-side**: this area will be relying mainly on the questionnaire to gather the data that related to this aspect by distributing the questionnaire to the targeted sample by using the recent statistical package program for Social sciences (SPSS Version. 26).

3.5. Data Analysis Instruments

The current study has been adopted a number of statistical instruments for data analyzing and hypotheses testing that are appropriate for the nature of the study's orientations and the contents of its hypotheses, as shown below:

1. The study adopted the questionnaire form to collect the primary data by using a 5-Point Likert-type (agreement scale) to examine how strongly topics agree or disagree with statements (Uma, 2003: 197). Where the respondents' answers ranged from [(1): Strongly Disagree, (2): Disagree, (3): Neutral, (4): Agree, and (5): Strongly Agree], as shown in the appendix (1), with measurement values of

(1 to 5) respectively as illustrated by Creswell and Clark (2017). As a consequence, the questionnaire has been adopted with some changes from references that mentioned at the dimension's part of both empowerment and foresight (Korb, 2012). Subsequently, it encompasses three parts. The first part, it involves demographic information as (gender, age, academic qualification, job level, and length of service). Second part, it involves independent variable that have (25) items which represents the empowerment strategy. Third part, it covers dependent variable which have (20) items that represents the organizational foresight. Accordingly, table (3) displays the questionnaire indicators which adopted from a number of sources with its reliabilities.

Table 3. Questionnaire Adopted

Variables	Sub-variables	Reliability	Adopted from
Empowerment Strategy (IV)	Communication & Info.	0.940	(Ibrahim, 2018)
	Establishing Team-work	0.753	(Alyan, 2020)
	Motivation and training	0.885	(Al-Malfouh, 2016)
	Leadership Style	0.866	(Al-Asoufi & Akhorshaideh, 2017)
	Creative behavior	0.929	(Al-Baitar, 2014)
Organizational Foresight (DV)	Environmental scanning	0.960	(Hassanabadi, 2019)
	Strategic selection	0.956	(Hassanabadi, 2019)
	Integrating capabilities	0.772	(Hassanabadi, 2019)
	Scenario thinking	0.953	(Al-Hadrawi, 2010)

Source: The Researcher in the light of literature review.

2. Alpha-Cronbach coefficient has been utilized to measure the study tool's reliability after distributing the questionnaire forms.

3. The descriptive statistic indicators of recurrences, arithmetic means, percentages, variation coefficient, and standard deviation have been applied to diagnose and interpret the study sample's opinions towards the variables and dimensions of the study in the research sample.

4. Simple and multi correlation coefficient by applying the (Pearson method) in order to determine the nature of the correlation between the study variables and sub-variables.

5. Simple linear and multi regression analysis by utilizing the (enter method) to find out the significant impact of the independent variables on the dependent variables according to the values of (R^2), (B), (T), and (F).

3.6. Study Population and Sample Frame

The current study utilized a randomly stratified sample method that includes both academics and managerial leaders (authority) in a number of faculties at the UoD - Duhok Governorate that represents the study population. Besides that, it enables each population sub-category to be appropriately represented inside the sample. Accordingly, the survey questionnaire was sent to the (121) of (deans, vice of dean, head of higher studies, head of academic departments, directors of administration) as a study sample. Absolutely, here imply the participants from the top management level at the targeted sample. Subsequently, after collecting the questionnaire and dismissing the invalid questionnaires, the sample was received (108) questionnaires surveys that have been validated for analyzing and testing. In sum, (Jing et al., 2015) illustrated that the random stratified samples empower researchers to cover the population more broadly because they can manage its subpopulations to ensure representativeness in the sampling.

3.7. Pilot Test

Regarding the preparation of the first draft questionnaire, it has been sent to a number of judges who include professors and senior lecturers for the validity of the content. Consequently, the answers were gathered, based on their views, the appropriate corrections and adjustments were driven. Following the questionnaire completion, it was ready to conduct a pilot study for a number of members in the targeted sample. Hence, a pilot study is necessitated because it's illustrating the target population as well as empowers the studies to test the questionnaire design survey (Fink, 2015). Arguably, most of the questionnaires have to be done a pilot study before distributing (Post-Questionnaire) to the participants. Also, it needs a small number of the targeted sample in order to know that there is an ambiguous or misunderstanding question (Cramer and Howitt, 2004).

Nevertheless, the data has been gathered by a survey questionnaire tool. The field test was intended to analyze the questionnaire's operational area encompasses flow, content, the question's Reliability, and Validity, deadline time, and question

vagueness. More specifically, a pilot sample consisting of (30) managerial and academic leaders of the study population were sent randomly to support test the questionnaire's reliability and validity. Therefore, the present study's questionnaires have been sent, distributed, and collected in a self-conducted way independently by the researcher. In addition, in field testing, respondents answered and accomplished the questionnaire that implies a (100%) response rate. In contrast, to improve the questionnaire, after piloting and pre-testing the leaders' questions, the current study adopted several recommendations and comments to be combined with data analysis. That was performed after considering all found limitations.

3.8. Chapter Summary

The study methodology chapter presented a comprehensive understanding of the techniques and methods to be utilized for data gathering to obtain the study's objectives. Therefore, the hypotheses have been formulated after assessing the theoretical frameworks and concepts. Simultaneously, the current chapter discussed the kinds of data that covered the data regarding the theoretical framework as well as field-side that deals with quantitative data and determining the population and sample size. Thus, the questionnaire design's structure and the choices of answers are also explained within this chapter and the conducting pilot study process. The next chapter will illustrate the most significant findings as well as discussing those results.

CHAPTER FOUR

4. FINDINGS & DISCUSSION

The current chapter of the thesis copes with a number of sections concerning field findings regarding the field-side that covers the key reasons for selecting the current study sample, analyzing the data gathered by the questionnaire survey, and all tests related to this side. In the last section, the chapter's summary is provided.

4.1. Rationale Justifications for Selecting Sample Frame

The higher educational institution's sector has been chosen for the current study. Therefore, within this sector, the UoD has been selected to conduct the present study; this University was founded since three decades ago in (1992), it's one of the most renowned national and the first University in Duhok Governorate-Iraq, and aimed to provide the best research environment, training, and capacity building. Nowadays, it has (18) colleges, (78) departments, and providing education services to above (21265) undergraduate students in various fields. Besides, "the UoD is a member of the European association for international education (EAIE), the association of Arab universities (AARU), and (IAU) international association of universities" (uod.ac, 2020). In this regard, the Duhok governorate has stability's environment compared to the other cities. Accordingly, the rationale justifications for choosing the abovementioned field returns to some factors, represented by:

1. Ability to analyzing environmental factors, presenting consultations, designing feasibility studies, strategic thinking skills, foresight practices among leaders, and solving managerial dilemmas, which is the responsibility of those leaders at the UoD.

2. The significance and role of higher education services, which is a top-level sector within the government sector, to establish a thriving society, our community needs modern administrative systems that improve this sector's quality. Therefore, adopting empowerment as a strategy and foresight practices creates competitive advantages that make the UoD a pioneering institution in its field corresponding to private Universities.

4.2. The Questionnaire Distribution Process

The present study's sample consisted of two main levels at top management which has academic and managerial authority in 16 faculties at Duhok University which composed of 150 individuals. According to the schedule of Krejcie and Morgan (1970) for choosing the sample size in order to identify the required target sample at the significant level (0.05), the study selected 108 leaders as participants for this survey as shown in table (4). For this reason, (121) questionnaire surveys have been sent to those leaders where (108) questionnaire forms were valid for data analysis that represents (89%) of the study population.

Table 4. The Process of Distributing the Questionnaire

Seq.	The name of the Faculty	Distributed	Received	Valid for analyzing
1	College of Medicine	9	8	8
2	College of Pharmacy	8	7	7
3	College of Dentistry	6	5	5
4	College of Engineering	9	7	7
5	College of Spatial Planning	6	6	6
6	College of Nursing	7	7	7
7	College of Sciences	10	8	8
8	College of Veterinary Medicine	5	5	5
9	College of Health Sciences	4	4	4
10	College of Agricultural Engineering Sciences	9	8	8
11	College of Languages	9	8	8
12	College of Law and Politics	8	7	7
13	College of Basic Education	9	7	7
14	College of Administration & Economic	11	10	10
15	College of Physical Education and Sport Sciences	5	5	5
16	College of Humanities	6	6	6
Overall		121	108	108

Source: The Researcher from the process of distributing the questionnaire.

4.3. Questionnaire Profile's Reliability

Reliability is one of the most significant factors that further enhance accuracy in evaluating the measuring instrument (Tavakol and Dennick, 2011). Therefore, to assess the reliability of all variables' measuring items and total instrument, the current study has utilized the Alpha-Cronbach method, as shown in table (5). More honestly, in social-sciences research, the traditional value of the reliability coefficient must above (0.60) according to (Sekaran and Bougie, 2016; Bryman, 2016:170). Consequently, the overall reliability value is (0.979), which exceeds the standard value (0.60), also it indicates all the items in the present study's questionnaire are reliable to conduct in the study field. Besides, the Alpha-Cronbach score at the level of the variable was recorded (0.976) for empowerment strategy and (0.975) for organizational foresight. Accordingly, the Alpha-Cronbach at the sub-variables level was recorded (0.979) as the highest score for establishing Team-work and (0.975) as the lowest score for integrating capabilities.

Table 5. Stability coefficient (Alpha-Cronbach method)

Variables	Sub-variables	(Alpha-Cronbach)	Statements No.
Empowerment Strategy (IV)	**Communication & Info.**	0.978	5
	Establishing Team-work	0.979	5
	Motivation and training	0.976	5
	Leadership Style	0.977	5
	Creative behavior	0.975	5
Overall Indicator For E.S		**0.976**	**25**
Organizational Foresight (DV)	**Environmental scanning**	0.977	5
	Strategic selection	0.976	5
	Integrating capabilities	0.975	5
	Scenario thinking	0.978	5
Overall Indicator For O.F		**0.975**	**25**
Overall Statements		**0.979**	**45**

Source: The Researcher from SPSS outputs.

4.4. Demographic Analysis for Respondents Profile

The current study has utilized descriptive statistics to interpret the practical findings and describe the characteristics of the respondents' profile and demographic

information, as displays in table (6). In terms of **Gender profile**, the findings displayed an overwhelming (66.7%) of the sample are males whereas approximately (33.3%) were found to be females sequentially, which implies that most leaders are males. Simultaneously, the higher bound range of the **Age profile** in the sample was between (30 - below 40 years) that recorded (33.4%) whereas the lower bound respondents of the age profile in the sample were between (above 50 years) that reached (20.3%). That reflected the most leaders are on average of its ages. Afterward, regarding **Academic Qualification profile**, the results pointed out that the participants mostly hold a PhD and master's degree, which is recorded (36.1%), (35.2%) respectively. In contrast, the number of respondents qualified as higher diploma scored (15.7%). Besides the participants' number, as qualified for as bachelor degree, is recorded 13%. Correspondingly, according to the **Job Level profile**, the results revealed that the overwhelming majority of the respondents performed in the manager rank, which is (51.8%). On the other side, (48.2%) of the participants worked at the academic level. That implies that the University focuses on the manager's rank to perform administrative positions, whereas academic positions depend on academic levels. Eventually, the findings in the term of **Length of service profile** showed that (49%) of the participants had a working experience within the range (10 - below 20 years), which is a greater bound range, while (27%) of leaders had worked among (1 - below 10 years), as well as (24%) of those surveyed had worked within the range (above 20 years).

Table 6. The Descriptive Analysis for the Respondents

Characteristics	Group	Frequency	Percentage Ratio 100%
Gender	Male	72	66.7
	Female	36	33.3
Overall		**108**	**100%**
Age	20 - below 30 years	16	14.8
	30 - below 40 years	36	33.4
	40 - below 50 years	34	31.5
	above 50 years	22	20.3
Overall		**108**	**100%**
Academic Qualification	PhD or similar degree	39	36.1
	Master Degree	38	35.2
	Higher Diploma	17	15.7
	Bachelor	14	13.0
Overall		**108**	**100%**
Job Level	Academic Leader	52	48.2
	Managerial Leader	56	51.8
Overall		**108**	**100%**
Length of Service	1 - below 10 years	29	27.0
	10 - below 20 years	53	49.0
	above 20 years	26	24.0
Overall		**108**	**100%**

Source: The Researcher from SPSS outputs.

4.5. Diagnosing Description of the Study Variables

The present study has been applied descriptive statistics includes (percentages, arithmetic means, frequencies, Std. deviation, and variation coefficient) to diagnose participants' opinions along with study variables and their sub-variables; here are the findings of practical analysis that related to the study variables as described following:

4.5.1. Diagnosing Description For Empowerment Strategy (ES)

This section discusses the findings of Empowerment Strategy and its dimensions, which represented by (communication and information availability, establishing team-work, training and motivation, leadership style, and creative behaviour development) respectively, as stated below:

4.5.1.1. Communication & Information Availability

It is evident from table (7) that over than (85%) of replies agreed that the faculty seeks to increase the preparedness of staff to develop professional skills for taking more responsibilities through providing information, that meant the higher percentage among this dimension from (X_1 to X_5) is (X_2) at the partial level. Moreover, this dimension's overall index referred to that most of the respondents was agreed, which is (81.66%). Meanwhile, the disapproval percentage totaled (7.8%) with an average mean scored (4.128) and the value of Std. deviation was (0.966). That implies the information is a crucial resource for making sound decisions.

Table 7. Responses Results for Communication & Information Availability

Phrase	Response scale										Mean (X̄)	Standard deviation
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)			
	F	%	F	%	F	%	F	%	F	%		
X1	63	58.3	26	24.1	9	8.3	5	4.6	5	4.6	4.27	1.099
X2	52	48.1	40	37.0	6	5.6	7	6.5	3	2.8	4.21	1.005
X3	45	41.7	46	42.6	9	8.3	6	5.6	2	1.9	4.17	0.932
X4	33	30.6	53	49.1	15	13.9	4	3.7	3	2.8	4.01	0.922
X5	31	28.7	52	48.1	18	16.7	6	5.6	1	0.9	3.98	0.875
Average	-	41.48	-	40.18	-	10.56	-	5.2	-	2.6	-	-
Overall	81.66				10.56		7.8				4.128	0.966

Source: The Researcher from SPSS outputs.

4.5.1.2. Establishing Team-work

It is apparent from table (8) that the above (85%) of responses agreed that the team's need comes first then the personal needs; this proved the higher ratio between this indicator from (X_6 to X_{10}) is (X_6) at the micro-level. Besides, the holistic level of this dimension noted that most of the participants were agreed, which is (79.8%), whereas the disapproval percentage reported (5.78%) with arithmetic mean value (4.062) and Std. deviation scored (0.913). That meant working as a team improves the productivity of the institution.

Table 8. Responses Results for Establishing Team-work

Phrase	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Mean (X')	Standard deviation
	F	%	F	%	F	%	F	%	F	%		
X6	41	38.0	51	47.2	13	12	1	0.9	2	1.9	4.19	0.822
X7	38	35.2	48	44.4	16	14.8	4	3.7	2	1.9	4.07	0.904
X8	39	36.1	50	46.3	14	13.0	2	1.9	3	2.8	4.11	0.900
X9	36	33.3	48	44.4	13	12.0	8	7.4	3	2.8	3.98	1.004
X10	33	30.6	47	43.5	22	20.4	3	2.8	3	2.8	3.96	0.937
Average	-	34.64	-	45.16	-	14.44	-	3.34	-	2.44	-	-
Overall	79.8				14.44		5.78				4.062	0.913

Source: The Researcher from SPSS outputs.

4.5.1.3. Motivation & Training

The findings for the motivation and training are displayed in table (9); it illustrates that (82%) of responses agreed that the faculty feels that motivating systems support to improve staff skills at work (X_{13}); also it's a higher rate at the partial level within this indicator from (X_{11} to X_{15}). Correspondingly, at the overall level that above (79%) of participants was agreed, on the other side, the disapproval rate was scored (7.44%). In contrast, the value of an average mean was totaled (4.098) and Std. deviation scored (0.972). Hence, this meant that train the staff changes their behaviors and enhancing the competencies at the University.

Table 9. Responses Results for Motivation & training

Phrase	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Mean (X')	Standard deviation
	F	%	F	%	F	%	F	%	F	%		
X11	40	37.0	45	41.7	15	13.9	5	4.6	3	2.8	4.06	0.975
X12	38	35.2	48	44.4	13	12.0	7	6.5	2	1.9	4.05	0.951
X13	48	44.4	41	38.0	10	9.3	7	6.5	2	1.9	4.17	0.972
X14	47	43.5	35	32.4	19	17.6	3	2.8	4	3.7	4.09	1.028
X15	43	39.8	44	40.7	14	13.0	5	4.6	2	1.9	4.12	0.934
Average	-	39.98	-	39.44	-	13.16	-	5	-	2.44	-	-
Overall	79.42				13.16		7.44				4.098	0.972

Source: The Researcher from SPSS outputs.

4.5.1.4. Leadership Style

Table (10) notes that up to (81%) of replies agreed that the faculty deals with the staff as a valuable resource (X_{19}), which is the greatest bound within this indicator (X_{16} to X_{20}) at the partial level, while at the total level indicated that (77.9%) of respondents were agreed, Correspondingly, the disapproval percentage which was totaled (8.16%), regarding of the values of an average mean and Std. deviation was recorded (4.092) and (1.022) respectively. Recently, that implies the university takes attention to leadership style and makes its staff involved in the usual decisions.

Table 110. Responses Results for Leadership Style

Phrase	Response scale										Mean (X̄)	Standard deviation
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)			
	F	%	F	%	F	%	F	%	F	%		
X16	45	41.7	39	36.1	16	14.8	7	6.5	1	0.9	4.11	0.950
X17	53	49.1	29	26.9	16	14.8	7	6.5	3	2.8	4.13	1.069
X18	44	40.7	40	37.0	15	13.9	4	3.7	5	4.6	4.06	1.058
X19	45	41.7	43	39.8	9	8.3	6	5.6	5	4.6	4.08	1.069
X20	43	39.8	40	37.0	19	17.6	3	2.8	3	2.8	4.08	0.968
Average	-	42.6	-	35.36	-	13.88	-	5.02	-	3.14	-	-
Overall	77.96				13.88		8.16				4.092	1.022

Source: The Researcher from SPSS outputs.

4.5.1.5. Creative behavior development

The results for the creative behavior development indicator are reported in table (11), it represents that approximately (79%) of participants agreed that the faculty is encouraged the staff to expand their performance skills (X_{24}); also, it's a higher percentage at the partial level within this indicator from (X_{21} to X_{25}). Whereas at the holistic level pointed out that up to (76.8%) of the responses has been agreed versus (9.66%) for the participants' disapproval rate. Besides, the value of the arithmetic mean was recorded (4.048) and Std. deviation totaled (1.048). Thereupon, this meant the university encourages innovative ideas.

Table 11. Responses Results for Creative Behaviour Development

Phrase	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Mean (X̄)	Standard deviation
	F	%	F	%	F	%	F	%	F	%		
X21	46	42.6	36	33.3	16	14.8	6	5.6	4	3.7	4.06	1.066
X22	41	38.0	39	36.1	19	17.6	7	6.5	2	1.9	4.02	0.995
X23	45	41.7	40	37.0	10	9.3	9	8.3	4	3.7	4.05	1.088
X24	41	38.0	44	40.8	14	13.0	6	5.6	3	2.8	4.06	0.994
X25	46	42.6	37	34.3	14	13.0	6	5.6	5	4.6	4.05	1.097
Average	-	40.58	-	36.3	-	13.54	-	6.32	-	3.34	-	-
Overall	76.8				13.54		9.66				4.048	1.048

Source: The Researcher from SPSS outputs.

4.5.2. Diagnosing Description For Organizational Foresight (OF)

This section presents the results of organizational foresight as well as their dimensions represented by (environmental scanning capabilities, strategic selection capabilities, integrating capabilities, and scenario thinking) sequentially, as shown below:

4.5.2.1. Environmental Scanning Capabilities

It is evident from table (12) that over than (78%) of respondents agreed that the top leaders read specialized papers and publications to keep up with changes in the environment and technology trends; this conferred the higher rate within this indicator from (X_{26} to X_{30}) is (X_{27}) at the partial level. Additionally, the overall index of this indicator reported that most of the responses were agreed, which is (76.1%), While the disapproval bound totaled (13.3%) with an average mean value (4.018) and Std. deviation was recorded (1.139). As a result, this implies that the staff is more interested in reading and publishing papers, aiming to develop the research methods skills according to the environmental situation during the scanning process.

Table 12. Responses Results for Environmental scanning capabilities

Phrase	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Mean (X̄)	Standard deviation
	F	%	F	%	F	%	F	%	F	%		
X26	60	55.6	20	18.5	12	11.1	10	9.3	6	5.6	4.09	1.242
X27	56	51.9	28	25.9	6	5.6	14	13.0	4	3.7	4.09	1.196
X28	39	36.1	40	37.0	15	13.9	9	8.3	5	4.6	3.92	1.120
X29	39	36.1	45	41.7	10	9.3	9	8.3	5	4.6	3.96	1.102
X30	41	38.0	43	39.8	14	13.0	6	5.6	4	3.7	4.03	1.036
Average	-	43.54	-	32.58	-	10.58	-	8.9	-	4.44	-	-
Overall	76.1				10.58		13.34				4.018	1.139

Source: The Researcher from SPSS outputs.

4.5.2.2. Strategic Selection

The results for the strategic selection dimension are reported in table (13); it represents that (87%) of replies agreed that the organizational foresight enhances the ability to adopt different perspectives (X_{34}); also, it's the more excellent ratio at the partial level between this indicator from (X_{31} to X_{35}). Nevertheless, at the holistic level that up to (78.5%) of respondents were agreed. On the other hand, the disapproval percentage was totaled (9.82%). In contrast, the value of arithmetic means was scored (4.032) and Std. deviation was recorded (1.027). Consequently, this meant that the foresight activities are increasing accurate strategic selection.

Table 13. Responses Results for Strategic selection

Phrase	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)		Mean (X̄)	Standard deviation
	F	%	F	%	F	%	F	%	F	%		
X31	37	34.3	52	48.1	11	10.2	4	3.7	4	3.7	4.06	0.965
X32	39	36.1	43	39.8	16	14.8	7	6.5	3	2.8	4.00	1.014
X33	37	34.3	48	44.4	12	11.1	8	7.4	3	2.8	4.00	1.005
X34	50	46.3	44	40.7	6	5.6	4	3.7	4	3.7	4.22	0.980
X35	42	38.9	32	29.6	18	16.7	11	10.2	5	4.6	3.88	1.174
Average	-	37.98	-	40.52	-	11.68	-	6.3	-	3.52	-	-
Overall	78.5				11.68		9.82				4.032	1.027

Source: The Researcher from SPSS outputs.

4.5.2.3. Integrating Capabilities

It is evident from table (14) that above (81%) of responses agreed that the essential assumptions on the faculty's future are explicit and frequently addressed by the top management, which meant the higher percentage amongst this dimension from (X_{36} to X_{40}) is (X_{36}) at the partial level. Additionally, this dimension's total indicator indicated that most of the responses were agreed (78.5%). Correspondingly, the disagreement rate was recorded (8.9%) with an average mean scored (4.072) and the value of Std. deviation was (1.023). Thus, this implies that higher management provided the appropriate environment to anticipating the faculty's future.

Table 14. Responses Results for Integrating capabilities

Phrase	Response scale										Mean (X̄)	Standard deviation
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)			
	F	%	F	%	F	%	F	%	F	%		
X36	47	43.5	41	38.0	10	9.3	6	5.6	4	3.7	4.12	1.039
X37	41	38.0	40	37.0	19	17.6	5	4.6	3	2.8	4.03	1.000
X38	45	41.7	41	38.0	13	12.0	6	5.6	3	2.8	4.10	1.004
X39	44	40.7	38	35.2	16	14.8	7	6.5	3	2.8	4.05	1.036
X40	42	38.9	45	41.7	10	9.3	7	6.5	4	3.7	4.06	1.040
Average	-	40.56	-	37.98	-	12.6	-	5.76	-	3.16	-	-
Overall	78.5				12.6		8.9				4.072	1.023

Source: The Researcher from SPSS outputs.

4.5.2.4. Scenario Thinking

Table (15) notes that up to (82%) of responses agreed that the scenario-based planning supports the faculty to deal with upcoming changes (X_{44}), which is the most significant percentage within this dimension (X_{40} to X_{45}) at the micro-level, whereas at the overall level figured out that (77.8%) of participants were agreed, Correspondingly, the disagreement rate which was totaled (11.66%), concerning the values of arithmetic mean and Std. deviation was scored (3.998) and (1.096) sequentially. Hence, this implies that the faculty encourages scenario thinking and brainstorming to predict the surrounding environment and potential trends.

Table 15. Responses Results for Scenario thinking

Phrase	Response scale										Mean (X̄)	Standard deviation
	Strongly Agree (5)		Agree (4)		Neutral (3)		Disagree (2)		Strongly Disagree (1)			
	F	%	F	%	F	%	F	%	F	%		
X41	48	44.4	33	30.6	14	13.0	6	5.6	7	6.5	4.01	1.180
X42	41	38.0	44	40.7	8	7.4	10	9.3	5	4.6	3.98	1.119
X43	37	34.3	42	38.9	16	14.8	8	7.4	5	4.6	3.91	1.098
X44	41	38.0	48	44.4	10	9.3	5	4.6	4	3.7	4.08	0.996
X45	41	38.0	45	41.7	9	8.3	8	7.4	5	4.6	4.01	1.089
Average	-	38.54	-	39.26	-	10.56	-	6.86	-	4.8	-	-
Overall	77.8				10.56		11.66				3.998	1.096

Source: The Researcher from SPSS outputs.

4.5.3. Ranking the Ordinal Importance for All Indicators

The findings of ranking the dimensions for both empowerment strategy and organizational foresight are reported in table (16). Consequently, all dimensions at the total level were ranked according to the respondents' agreements. As a result, the (communication & information availability) was ranked first with an approval percentage valued (81.66%), whereas the value of an average mean was totaled (4.128) and Std. deviation reported (0.966), whereas the coefficient variance reached (23.4%). Arguably, this implies, as mentioned above, that information is the fundamental resource at the institutions when having an effective communication system.

Eventually, the overall index of all dimensions according to the agreement rate was recorded over than (78%), whereas the disapproval percentage approximately (9%), regarding the values of an average mean, Std. deviation and Coefficient variance were reported as (4.060), (1.022), and (25%), respectively.

Table 16. Ranking the Ordinal Importance for all Indicators

Dimensions	Response scale					Mean (X̄)	Standard deviation	Variance	Rank
	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)				
Comm & Info.Ava	41.48	40.18	10.56	5.2	2.6	4.128	0.966	23.4%	1
Establishing Team-work	34.64	45.16	14.44	3.34	2.44	4.062	0.913	22.4%	2
Motivation & training	39.98	39.44	13.16	5	2.44	4.098	0.972	23.7%	3
Integrating capabilities	40.56	37.98	12.6	5.76	3.16	4.072	1.023	25.1%	4
Strategic selection	37.98	40.52	11.68	6.3	3.52	4.032	1.027	25.4%	5
Lead. Style	42.6	35.36	13.88	5.02	3.14	4.092	1.022	24.9%	6
Scenario thinking	38.54	39.26	10.56	6.86	4.8	3.998	1.096	27.4%	7
Creative b. dev.	40.58	36.3	13.54	6.32	3.34	4.048	1.048	25.8%	8
Env. scanning	43.54	32.58	10.58	8.9	4.44	4.018	1.139	28.3%	9
Average	**40**	**38.5**	**12.3**	**5.88**	**3.32**	**-**	**-**	**-**	**-**
Overall	**78.5**		**12.3**	**9.2**		**4.060**	**1.022**	**25%**	**-**

Source: The Researcher from SPSS outputs.

4.6. Testing Study's Hypotheses

This section displays the findings of correlation and regression; in order to test the study's hypotheses, the current study applied the multiple correlation coefficient through utilizing the (Pearson method) for correlation analysis. Moreover, as for the regression section, the present study applied simple linear & multiple regressions by utilizing the (enter method) based on the values of (R^2), (B), (T), and (F) to test the study's impact hypotheses, as stated below:

4.6.1. Correlation Analysis

It is evident from table (17) the findings of correlation analysis between the study's dimensions at both overall and partial level. Hence, it displays that there is a significant positive relationship between the independent variable (empowerment strategy) and the dependent variable (organizational foresight) at the association factor is (0.901**), which is a strong value at (0.01) at the holistic level. Depending on these outcomes, these two variables are positively associated when the top management and leaders implement and adopt the empowerment strategy, strengthening the organizational foresight capabilities within the institution and its surrounding environment to predict the trends and upcoming perfectly and accurately.

As a consequence, this implies a positive significant level relationship among the major study's variables. In this way, the study achieved the principal hypothesis, which dismissed the null hypothesis (H_0) that stated there no significant correlation between empowerment strategy and organizational foresight, whereas proved the alternative hypothesis (H_1) that stated there is a significant relationship between empowerment strategy and organizational foresight.

Concurrently, it is explicit from table (17) the existence of twenty correlational relationships with a positive significance out of twenty relationships that scored one hundred percent of the total relationships, the most important of those associations are Scenario Thinking with (communication & information availability, establishing team-work, motivation and training, leadership style, and creative behavior development) was first ranked recorded (0.878**) at the significant level of (0.01). Afterward, the relationship of Environmental Scanning capabilities with (communication & information availability, establishing team-work, motivation and training, leadership style, and creative behavior development), and Integrating Capabilities with

(communication & information availability, establishing team-work, motivation and training, leadership style, and creative behavior development) that valued (0.845**), (0.845**) respectively at the significant level of. Finally, Strategic Selection with (communication & information availability, establishing team-work, motivation and training, leadership style, and creative behavior development) scored (0.821**) at the significant level of (0.01). In this regard, the study has been accepted alternative hypothesis (H$_1$) and achieved all correlation's secondary-hypotheses as stated in table (18).

Plus, regarding of association between empowerment strategy dimensions with all five variables, namely (communication & information availability, establishing team-work, motivation and training, leadership style, and creative behavior development) and organizational foresight dimensions infers that there is a significant positive correlation with scores (0.814**), (0.733**), (0.827**), (0.822**), and (0.880**) sequentially at the significant level of (0.01).

Table 17. The Correlation Analysis for Study's Variables

Organizational Foresight (DV) / Empowerment Strategy (IV)	Environmental scanning capabilities	Strategic selection	Integrating capabilities	Scenario thinking	Overall Indicator
Communication & Information	0.744**	0.777**	0.781**	0.768**	**0.814**
Establishing Team-work	0.685**	0.650**	0.687**	0.734**	**0.733**
Motivation and training	0.800**	0.718**	0.769**	0.817**	**0.827**
Leadership Style	0.749**	0.766**	0.767**	0.813	**0.822**
Creative behavior development	0.845**	0.805**	0.823**	0.839**	**0.880**
Overall Indicator	**0.845**	**0.821**	**0.845**	**0.878**	**0.901**

Source: The Researcher from SPSS outputs.
N = 108   ** P ≤ 0.01,   * P ≤ 0.05

In this regard, after testing correlation hypotheses as demonstrated above, the present study reached the findings of correlation hypotheses testing as shown in table (18):

Table 18. The Findings of Hypotheses testing (Correlation)

Seq.	Hypotheses	Proved	Not Proved
H_1	**Ho.** There is no significant relationship between establishing teamwork and scenario thinking. **H1.** There is significant relationship between establishing teamwork and scenario thinking.	**Proved**	**Not Proved**
H_2	**Ho.** There is no significant relationship between leadership style and scenario thinking. **H1.** There is significant relationship between leadership style and scenario thinking.	**Proved**	**Not Proved**
H_3	**Ho.** There is no significant relationship between motivation & training and scenario thinking. **H1.** There is significant relationship between motivation & training and scenario thinking.	**Proved**	**Not Proved**
H_4	**Ho.** There is no significant relationship between creative behavior development and scenario thinking. **H1.** There is significant relationship between creative behavior development and scenario thinking.	**Proved**	**Not Proved**
H_5	**Ho.** There is no significant relationship between communication & information availability and scenario thinking. **H1.** There is significant relationship between communication & information availability and scenario thinking.	**Proved**	**Not Proved**
H_6	**Ho**. There is no significant relationship between establishing teamwork and integrating capabilities. **H1.** There is significant relationship between establishing teamwork and integrating capabilities.	**Proved**	**Not Proved**
H_7	**Ho**. There is no significant relationship between leadership style and integrating capabilities. **H1.** There is significant relationship between leadership style and integrating capabilities.	**Proved**	**Not Proved**
H_8	**Ho.** There is no significant relationship between motivation & training and integrating capabilities. **H1.** There is significant relationship between motivation & training and integrating capabilities.	**Proved**	**Not Proved**
H_9	**Ho**. There is no significant relationship between creative behavior development and integrating capabilities. **H1.** There is significant relationship between creative behavior development and integrating capabilities.	**Proved**	**Not Proved**
H_{10}	**Ho**. There is no significant relationship between communication & information availability and integrating capabilities. **H1.** There is significant relationship between communication & information availability and integrating capabilities.	**Proved**	**Not Proved**
H_{11}	**Ho**. There is no significant relationship between establishing teamwork and strategic selection. **H1.** There is significant relationship between establishing teamwork and strategic selection.	**Proved**	**Not Proved**

			Not Proved
H₁₂	**Ho**. There is no significant relationship between leadership style and strategic selection. **H₁**. There is significant relationship between leadership style and strategic selection.	*Proved*	**Not Proved**
H₁₃	**Ho**. There is no significant relationship between motivation & training and strategic selection. **H₁**. There is significant relationship between motivation & training and strategic selection.	*Proved*	**Not Proved**
H₁₄	**Ho**. There is no significant relationship between creative behavior development and strategic selection. **H₁**. There is significant relationship between creative behavior development and strategic selection.	*Proved*	**Not Proved**
H₁₅	**Ho**. There is no significant relationship between communication & information availability and strategic selection. **H₁**. There is significant relationship between communication & information availability and strategic selection.	*Proved*	**Not Proved**
H₁₆	**Ho**. There is no significant relationship between establishing teamwork and environmental scanning capabilities. **H₁**. There is significant relationship between establishing teamwork and environmental scanning capabilities.	*Proved*	**Not Proved**
H₁₇	**Ho**. There is no significant relationship between leadership style and environmental scanning capabilities. **H₁**. There is significant relationship between leadership style and environmental scanning capabilities.	*Proved*	**Not Proved**
H₁₈	**Ho**. There is no significant relationship between motivation & training and environmental scanning capabilities. **H₁**. There is significant relationship between motivation & training and environmental scanning capabilities.	*Proved*	**Not Proved**
H₁₉	**Ho**. There is no significant relationship between creative behavior development and environmental scanning capabilities. **H₁**. There is significant relationship between creative behavior development and environmental scanning capabilities.	*Proved*	**Not Proved**
H₂₀	**Ho**. There is no significant relationship between communication & information availability and environmental scanning capabilities. **H₁**. There is significant relationship between communication & information availability and environmental scanning capabilities.	*Proved*	**Not Proved**

Source: The Researcher from SPSS outputs.

4.6.2. The Analysis of Impact Factor

This section aims to investigate the validity of the impact hypothesis regarding the existence of a significant impact among the independent variable (empowerment strategy) and the dependent variable (organizational foresight) at both partial and overall level, which is evident in table (19). Subsequently, the overall indicator of the analysis findings figured out that there is a positive significant impact of the empowerment strategy on organizational foresight where it is explicit that (0.81) which is substantial and infers (81%) of the change in the dimensions of empowerment

strategy interprets the organizational foresight dimensions as for in terms of the value (R^2), this actually meant that the residual ratio which scored (19%) is caused by other factors that influencing the organizational foresight apart from the empowerment strategy where supported the (F) calculated value that recorded (456.37) that is over than its threshold value scored (3.93) with a degree of freedom (5, 102) with a significant level of P-Value (0.05) that reached (0.000) which was below the value of previously mentioned. Whereas in terms of (T) counted value which is (21.36) that over than the (T) tabulated value recorded (1.66). In sum, this was strengthened by the declination value (β_1) which was recorded (0.90) whereas (β_0) was scored (0.61). Certainly, this implies the study investigated the central and secondary impact hypotheses.

Plus, the partial indicator of the findings pointed out that there is a significant positive impact of the empowerment strategy on all four dimensions of the organizational foresight namely (environmental scanning capabilities, strategic selection, integrating capabilities, and scenario thinking) which was noted its outcomes based on the P-Value recorded (0.000) which below than the standard value at the level (0.05). Therefore, the impact relationship significance was supported throughout calculated (T) value were scored (14.44), (11.09), (15.13), (14.84), and (19.11) sequentially that over than its correspondent table value (1.66) with a degree of freedom were (5, 102). Absolutely, this implies the existence of effecting the empowerment strategy on the capabilities of organizational foresight that infers when applying the empowerment strategy by leaders have to know how to adopt the correct blend of abilities coaching and clarity coaching in order to provide a suitable environment within capabilities of the foresight practices. Simultaneously, in the term of the (R^2) value which has been scored (0.66), (0.54), (0.68), (0.67), and (0.77) sequentially, this interpretive values of the effective independent variable interprets (46%) of the change in the Establishing Team-work, hence was ranked first. Whereas, (34%) of the change in the communication & information availability, therefore, was ranked second. Thus, (33%) of the change in the leadership style accordingly was ranked third. Afterward, (32%) of the change in the motivation and training consequently was ranked fourth. Last but not least, (23%) of the change in creative behavior development was ranked fifth.

In this manner, according to the outcomes as mentioned above, the study has been fully proved the alternative one of impact hypothesis (H_1) that stated there is a significant impact of empowerment strategy on organizational foresight, and rejects the null hypothesis (H_0) that stated there is no significant impact of empowerment strategy on the organizational foresight. Consequently, those findings are consistent with the results of (Alyan, 2020; Khaddam et al., 2020), who's confirmed the importance of empowerment practically in the military and health sector, also having a significant relation and impact between participatory management and managerial, also staff empowerment and HRM strategies.

Table 19. The Regression Analysis for Study's Variables

(DV) Empowerment Strategy (IV)	Organizational Foresight							
		F		BETA		T		Degree of Freedom
	R^2	Calculated	Tabulated	β0 Constant	β1	Calculated	Tabulated	
Communication & Information	0.66	208.73	3.93	0.95	0.81	14.44	1.66	Regression 5
Establishing Team-work	0.54	123.06	3.93	0.91	0.73	11.09	1.66	
Motivation & training	0.68	228.98	3.93	0.87	0.83	15.13	1.66	
Leadership Style	0.67	220.34	3.93	0.81	0.82	14.84	1.66	Residual 102
Creative behavior development	0.77	365.37	3.93	0.83	0.88	19.11	1.66	
Overall Indicator	0.81	456.37	3.93	0.61	0.90	21.36	1.66	

Source: The Researcher from SPSS outputs.   N = 108 $P \leq 0.05$

Finally, after testing impact hypotheses as illustrated above, the current study figured out a results of hypotheses testing as shown in table (20):

Table 20. The Findings of Hypotheses testing (Impact)

Seq.	Hypotheses	Proved	Not Proved
H₁	**Ho.** There is no significant impact of establishing teamwork on scenario thinking. **H₁.** There is significant impact of establishing teamwork on scenario thinking.	**Proved**	**Not Proved**
H₂	**Ho.** There is no significant impact of leadership style on scenario thinking. **H₁.** There is significant impact of leadership style on scenario thinking.	**Proved**	**Not Proved**
H₃	**Ho.** There is no significant impact of motivation & training on scenario thinking. **H₁.** There is significant impact of motivation & training on scenario thinking.	**Proved**	**Not Proved**
H₄	**Ho.** There is no significant impact of creative behavior development on scenario thinking. **H₁.** There is significant impact of creative behavior development on scenario thinking.	**Proved**	**Not Proved**
H₅	**Ho.** There is no significant impact of communication & information availability on scenario thinking. **H₁.** There is significant impact of communication & information availability on scenario thinking.	**Proved**	**Not Proved**
H₆	**Ho**. There is no significant impact of establishing teamwork on integrating capabilities. **H₁.** There is significant impact of establishing teamwork on integrating capabilities.	**Proved**	**Not Proved**
H₇	**Ho**. There is no significant impact of leadership style on integrating capabilities. **H₁.** There is significant impact of leadership style on integrating capabilities.	**Proved**	**Not Proved**
H₈	**Ho.** There is no significant impact of motivation & training on integrating capabilities. **H₁.** There is significant impact of motivation & training on integrating capabilities.	**Proved**	**Not Proved**
H₉	**Ho**. There is no significant impact of creative behavior development on integrating capabilities. **H₁.** There is significant impact of creative behavior development on integrating capabilities.	**Proved**	**Not Proved**
H₁₀	**Ho**. There is no significant impact of communication & information availability on integrating capabilities. **H₁.** There is significant impact of communication & information availability on integrating capabilities.	**Proved**	**Not Proved**
H₁₁	**Ho**. There is no significant impact of establishing teamwork on strategic selection. **H₁.** There is significant impact of establishing teamwork on strategic selection.	**Proved**	**Not Proved**

H₁₂	**Ho**. There is no significant impact of leadership style on strategic selection.		**Not Proved**
	H₁. There is significant impact of leadership style on strategic selection.	**Proved**	
H₁₃	**Ho**. There is no significant impact of motivation & training on strategic selection.		**Not Proved**
	H₁. There is significant impact of motivation & training on strategic selection.	**Proved**	
H₁₄	**Ho**. There is no significant impact of creative behavior development on strategic selection.		**Not Proved**
	H₁. There is significant impact of creative behavior development on strategic selection.	**Proved**	
H₁₅	**Ho**. There is no significant impact of communication & information availability on strategic selection.		**Not Proved**
	H₁. There is significant impact of communication & information availability on strategic selection.	**Proved**	
H₁₆	**Ho**. There is no significant impact of establishing teamwork on environmental scanning capabilities.		**Not Proved**
	H₁. There is significant impact of establishing teamwork on environmental scanning capabilities.	**Proved**	
H₁₇	**Ho**. There is no significant impact of leadership style on environmental scanning capabilities.		**Not Proved**
	H₁. There is significant impact of leadership style on environmental scanning capabilities.	**Proved**	
H₁₈	**Ho**. There is no significant impact of motivation & training on environmental scanning capabilities.		**Not Proved**
	H₁. There is significant impact of motivation & training on environmental scanning capabilities.	**Proved**	
H₁₉	**Ho**. There is no significant impact of creative behavior development on environmental scanning capabilities.		**Not Proved**
	H₁. There is significant impact of creative behavior development on environmental scanning capabilities.	**Proved**	
H₂₀			**Not Proved**
	Ho. There is no significant impact of communication & information availability on environmental scanning capabilities.		
	H₁. There is significant impact of communication & information availability on environmental scanning capabilities.	**Proved**	

Source: The Researcher from SPSS outputs.

4.7. Chapter Summary

The present chapter has interpreted and represented the results of the survey data that were collected through questionnaires. Therefore, the current study depended on the SPSS software for data analysis. Furthermore, the descriptive statistics' outcomes illustrated demographic analysis according to respondents' profiles for managerial and academics leaders, it also illustrated the diagnosing description for each variable and its

dimensions, hence the study did rank the regulatory importance for all indicators of the study. Plus, to test the hypotheses of the study, correlation and regression have been applied to knowing the acceptance or dismissing of the hypotheses formulated. Thus, after testing, it infers that there is positive relationship and impact between empowerment strategy and organizational foresight. The next chapter will highlight the most crucial conclusions and suggestions of the study.

CHAPTER FIVE

5. CONCLUSIONS and SUGGESTIONS

This concluding chapter is represented in four parts. The first part contributes to the most crucial conclusions from the practical outcomes analysis about empowerment strategy and organizational foresight. Next, it illustrates the study suggestions according to the data analyzed throughout the foregoing chapter. Lastly, the current study provides some recommendations for future research in this field. In the last section, the chapter's summary is provided.

5.1. The Conclusions

Based on the outcomes of the study, the current study reached out a number of conclusions that have been investigated from results as follows:

The outcomes notified that the sample of participants at UoD paid attention and positively responded to the empowerment strategy but isn't sufficient to empower the staff, it needs to build an environment that enables staff throughout the foresight activities and capabilities. Also, teamwork is needed for the effective functioning of staff's talents at UoD. Besides, every member in a team should be given a chance to work thoughtfully to obtain their aims or targets.

Empowerment strategy is an illuminating and valuable concept at UoD that entails significant consideration to its effectiveness and publishing to all departments of the faculties to strengthen the foresight drivers. This means that these drivers improve the problem-solving skills of teams and make a sound decision.

It is noted to outline the value of establishing teamwork that supports the faculties to increase productivity, profitability, empower group working in order to the effective utilization of manpower and resources, giving the right missions to the right staff to providing better education services for society. Plus, the role of communication and information availability at the faculties of UoD becomes a key role in implementing the empowerment strategy.

The relationship between empowerment and foresight is reasonable because empowerment as a strategy implies to give managerial and academics leaders at all levels of capabilities with information and independence, leading to taking further

accountability, raising the foresight processes level, and learning how to use the future ability that effectively supports UoD to build a powerful shared vision, Conjointly, implementing an empowerment strategy is far from being a simple "rapid fix". In reality, it includes an ongoing multi-faceted process. That may support to interpret why, apart from empowerment strategy emerging to be positively conclusive, it's obvious that a number of firms trying to apply it and who not apply started why it doesn't seem to work.

The outcomes display that there is a high rate in the arithmetic means of the empowerment strategy dimensions as indicated from the findings of the descriptive statistics, which implies the responses of organizational foresight at Duhok University about these dimensions were positive. This mean that the empowerment is an approach for activating the foresight drivers through the anticipating futures trends, according to co-elaborative scenario establishing.

In light of statistical outcomes, the participants' response rate was (89%), which infers that the study reached a higher level of responding; therefore, the study achieved its aims. In this manner, this percentage also encourages to apply the foresight programs in the term of a pandemic (COVID-19) which offers various benefits when overlaid to conventional pandemic reply instruments through dealing with the related information using various designs and creating a work team that considers predictable developments at UoD, but also fields of VUCA (volatility, uncertainty, complexity, and ambiguity) require more future-proof strategy that can be devised, it represents empowerment. Interestingly, based on trends in the broader education sector and the effect of the COVID-19 pandemic, it's predictable that the technology orientations will continue even post-COVID-19 pandemic within the education aspect such as e-learning which has emerged as a prominent scope of practice for leveraging both innovative and routine forms of digitalization, information, and communications technology to address academic requirements.

The statistical findings outline concluded the overall average of all indicators based on agreements ratio valued over than (78%), correspondingly the disagreement percentage (9%), this infers the leaders of the study field showed the less difference rate towards the variables of the study and investigated the study goals.

In the term of the ordinal significance by leaders when assessing all dimensions, communication & information availability received the highest score which recorded

above than (81%) of agreement with (4.128) for arithmetic mean, this means making clear the proactive assumptions of the future trends opens opportunities to use this information for action. correspondingly at the last rank was environmental scanning got the lowest score which recorded (76%) of agreement with (4.018) for arithmetic mean within indicators of the empowerment strategy and organizational foresight.

In the context of relationship findings, it finds that there is a significant positive relationship between empowerment strategy dimensions and between dimensions of organizational foresight, which are listed (environmental scanning, integrating capabilities, strategic selection, and scenario thinking), resulting from the respondents' responses by high levels of empowerment strategy in the surveyed faculties, where the study fully achieved the relation hypothesis as central and secondary hypotheses.

In the term of impact results, the regression analysis outcomes based on (R^2) values were scored (81%), which is relatively high. That meant empowerment strategy as a variable contributes significantly to improvements in the foresight practices leading to the conclusion that these faculties endeavor to apply empowerment strategy and foresight processes. The current study fully proved the impact hypothesis as primary and sub-hypotheses.

5.2. The Suggestions

In the light of findings and conclusions, the current study outlined a number of suggestions in order to achieve the study's objectives, as stated below:

The study suggests to getting benefit from the instruments of measuring empowerment strategy and organizational foresight to design training programs that contribute to disseminate the knowledge for top management in faculties at Duhok University as well as encourage them into thinking about empowerment and foresight fields such as sharing information, scenario thinking, strategic selection, environmental scanning as well as focus on various team working and provide the high-level communication channels in order to anticipate the upcoming trends in the surrounding environment of the faculties.

Continuation of strategic leaders' thinking in the faculties throughout the empowerment strategy methods to scan the environment by foresight approaches in the highlighted fields which is relevant to empowerment strategy dimensions, also by Using scenarios for describing future trends by attracting talent to support and improve the

organization's activities, plans, and instruments regarded with choosing the suitable strategic choice.

To implement the empowerment strategy in the surveyed faculties, the study suggests that leaders need do to establish an environment that empowers staff, which includes giving authority for those that have been presented the ability to take the responsibility, build a favorable environment where the staff is motivated to expand their capacity and competences, do not second-guess staff' opinions and decisions unless it is absolutely important, this decreases their trust and keeping them from displaying potential ideas with management.

The study suggests sharing a positive culture of empowerment through the value growth and enhancing the faculty performance framework as well as turn managers into coaches due to coaching is a powerful instrument in the empowerment process.

The faculties surveyed should pay further interest to the strategic selection and environmental monitoring because it supports the faculties in providing valuable information about its surrounding environment as well as formulating clearer visions throughout scenario planning to extrapolate the future.

In the light of emerging environmental trends, it's necessary to establish a department in ministries and directorates regarding future studies due to key strategic decision-making implications, these units represent collecting information on patents that promote the organization's performance and surveying the public's views to know their opinion on the organization's environment via questionnaires, meetings, observation, and interviews to identify future trends to improve foresight activities.

Notwithstanding empowerment and foresight limitations, its benefit is considerably higher. Apart from the faculties surveyed, they can benefit from the present study's outcomes and work on the disadvantages points and fix them based on the study's suggestions.

The ability to select other dimensions of empowerment strategy to clarify the relationship's mechanism with the OF thus produces new empirical tests. Accordingly, it supports to attract researchers' attention to address the impact of other variables and kind of ES relationship with OF.

It is favoured to open the communication door. The faculties surveyed have to consider it seriously because effective communication among top management and the staff is necessary to raise awareness on empowerment and foresight. Also, the top

management of UoD should striving to encourage the staff, particularly the talents, financially and morally, help the staff' engagement to share information with them freely to empower foresight processes at UoD continuously to develop their capabilities and skills.

It preferred to hieratically re-structure decision-making so that the staff would appreciate further driving share of information and building team-work group, and activating the missions of adopting study on improvements in the labor market in all fields (economic, social, technological, and cultural) within the units of R&D, building & supporting an active network with the academic, and research society.

5.3. Recommendations for Future Research

This study aimed to detect/determine the impact of empowerment strategy on organizational foresight: An exploratory study of opinions academics and managerial leaders at Duhok University. Therefore, this impact can be investigated in other environments, whether educational institutions, society firms, private companies, banks, and SMEs. Plus, In the light of future suggestions studies, further studies clearly must be much mostly broader-based. In this manner, the current study suggests the necessity of conducting other studies within the study variables to test some other factors that related to empowerment strategy or organizational foresight that the objective boundaries of the current study didn't allow to address, as displayed below:

1. The influence of the Empowerment Strategy on Innovation Eco-system in Private Firms.

2. Organizational Change Management and its impact on Leadership Empowerment Behavior in Educational Institutions.

3. The effect of Empowerment Positive Culture on the Job's life Quality in the Public and Private Hospitals.

4. The role of Corporate Foresight in the Organizational Sustainability in Public and Private Banks.

5. The relationship between Corporate Foresight and Strategic Governance in an Industrial SMEs.

6. Organizational Ambidexterity and Organizational foresight: The Moderation Role of Human Capital in Telecommunications companies.

7. Intercultural Empowerment and Competitive Advantage: The Mediation Role of Strategic Planning in Private Banks.

8. The Effect of Organizational Foresight on the Business Environment under VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) in the Private Sector.

5.4. Chapter Summary

This chapter has shown the most important conclusions that were concluded from practical outcomes. Hence, the study offered a number of suggestions which are also referenced in this chapter. Eventually, in the same research matter, some suggestions are provided concerning the future scope.

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APPENDICES

Appendix 1. Questionnaire Survey
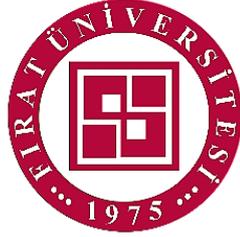
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FIRAT UNIVERSITY

SOCIAL SCIENCE INSTITUTE

BUSINESS ADMINISTRATION DEPARTMENT

Dear Leaders,

We appreciate your time to participate in this survey. This structured questionnaire aims at collecting data for our study under the title: (**Empowerment Strategy and its Impact on Organizational Foresight:** An Exploratory Study of Academics and Managerial Leaders at Faculties of Duhok University – Duhok Governorate).

You are kindly requested to provide the required data in the questionnaire where the information you provide will remain confidential and is sought exclusively to complete a Master's degree research project.

In the end, thanks in advance for your kind cooperation and valuable time in completing this survey.

Sincerely Yours,

Researcher

Ayoub Ali MUSTAFA

Master Student

Supervisor

ASST. Dr. Hatice Gökçe DEMİREL

Part 1: Personnel Information

Please put the (√) sign in the place that shows your opinion regards the item.

1. **Gender**: (   ) Male, (   ) Female.

2. **Age**: (   ) 20 - below 30 years, (   ) 30 - below 40 years, (   ) 40 - below 50 years, (   ) above 50 years.

3. **Academic level**: ( ) PhD or similar degree, (   ) Master Degree, ( ) Higher Diploma, (   ) Bachelor.

4. **Job Level**: ( ) Academic leader,   ( ) Managerial leader.

5. **Length of Service**: (   ) 1 - below 10 years, (   ) 10 - below 20 years, (   ) above 20 years.

Part 2: Empowerment Strategy: it is simply earning the authority to make the staff the voice heard in order to contribute to strategies and decisions that influence staff's knowledge to enhance staff and firm performance (Foy, 1994:5).

Please kindly choose the most appropriate option for each following statements according to your agreement degree with (1 to 5).

Seq.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
A- Communication and Information Availability - (Ibrahim, 2018)						
1	The faculty seeking to provide the staff with the required information to improve their self-commitment.	1	2	3	4	5
2	The faculty attempts to increase the preparedness of staff to develop professional skills for taking more responsibilities through providing information.	1	2	3	4	5
3	The information availablity at the faculty contributes to unifying the vision and clarity of objectives.	1	2	3	4	5
4	Communication channels between management levels are available to obtain information.	1	2	3	4	5
5	The staff has higher communication skills that increase their organizational performance.	1	2	3	4	5
B- Establishing Team-work - (Alyan, 2020)						
6	The team's need comes first then the personal needs.	1	2	3	4	5
7	The team totally improves productivity when the staff works as a team.	1	2	3	4	5
8	The faculty empowers working as a team and support team	1	2	3	4	5

	building.					
9	The staff in faculty works as one team spirit.	1	2	3	4	5
10	The conflicts between team members are wisely managed.	1	2	3	4	5
C- Motivation and training - (Al-Malfouh, 2016)						
11	The faculty motivates their staff members to take responsibility for their jobs.	1	2	3	4	5
12	The faculty provides an important opportunity for the professional and managerial growth of the staff.	1	2	3	4	5
13	The faculty feels that motivating systems support to improve staff skills at work.	1	2	3	4	5
14	The faculty conducts training programs for their staff.	1	2	3	4	5
15	The faculty appreciates the professional and academic achievements of their staff.	1	2	3	4	5
D- Leadership Style - (Al-Asoufi and Akhorshaideh, 2017)						
16	Top management of faculty works effectively to clarifies the strategic orientation of the faculty.	1	2	3	4	5
17	The Faculty encourages the staff to participate in decision-making processes.	1	2	3	4	5
18	The faculty ensures that the staff has practicing leadership behaviors and characteristics at work.	1	2	3	4	5
19	The faculty deals with the staff as a valuable resource.	1	2	3	4	5
20	The faculty at all levels relies on high ethical principles.	1	2	3	4	5
E- Creative behavior development - (Al-Baitar, 2014)						
21	The faculty are encouraged to participate in managerial innovation training.	1	2	3	4	5
22	The faculty adopts the innovative ideas that support the educational process.	1	2	3	4	5
23	The faculty is encouraged to approve new ideas.	1	2	3	4	5
24	The faculty is encouraged the staff to expand their performance skills.	1	2	3	4	5
25	The faculty has a proactive ability to predict problems and take the appropriate steps to solve them.	1	2	3	4	5

Part 3: Organizational Foresight: it is proactive systematic method, participatory, aimed at collecting knowledge on upcoming future, a process of creating a medium- and long-term visions, guiding on current decisions and mobilizing shared activities (Szpilko, 2020:4).

Please kindly choose the most appropriate option for each following statements according to your agreement degree with (1 to 5).

Seq.	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
	A-Environmental scanning capabilities - (Hassanabadi, 2019)					
26	The faculty staff is working jointly with consultants to develop durable solutions.	1	2	3	4	5
27	The top leader reads specialized papers and publications to keep up with changes in the environment and technology trends.	1	2	3	4	5
28	The internal and external business environment is surveying in a comprehensive and organized manner.	1	2	3	4	5
29	The activities in organizational foresight contribute to reducing instances of uncertain situations such as determining potential issues point and prepare for it.	1	2	3	4	5
30	Organizational foresight supports to identify opportunities and threats of education and environmental changes.	1	2	3	4	5
	B- Strategic selection - (Hassanabadi, 2019)					
31	The activities in organizational foresight help to gain new potentials into the faculty environment.	1	2	3	4	5
32	The faculty vision is completely agreed at all levels, functions, and divisions.	1	2	3	4	5
33	The faculty develops activity plans that improve progress towards the organizational strategy.	1	2	3	4	5
34	Organizational foresight enhances the ability to adopt different perspectives.	1	2	3	4	5
35	The faculty applies a rigid measurement of business performance toward aims and objectives.	1	2	3	4	5
	C- Integrating capabilities - (Hassanabadi, 2019)					
36	Essential assumptions on the faculty's future are clear and frequently addressed by the top management.	1	2	3	4	5
37	Top leaders at the faculty anticipated to build and maintain formal/informal networks with other faculty units.	1	2	3	4	5
38	The activities of the different departments are well coordinated	1	2	3	4	5
39	Continuous organizational learning is promoted so, there is an	1	2	3	4	5

	opportunity to develop skills and capabilities.					
40	Bringing external information into the faculty and maintaining an external network from relationships is encouraged by top management.	1	2	3	4	5
	D- Scenario thinking - (Al-Hadrawi, 2010)					
41	The faculty conducting interviews to empower researchers' ideas on new technologies for the description of future potential.	1	2	3	4	5
42	The faculty empower individuals and team-groups to launch out new ideas.	1	2	3	4	5
43	The faculty focuses on comprehensive thinking about how researchers might deliver new services.	1	2	3	4	5
44	Scenario-based planning supports the faculty to deal with upcoming changes.	1	2	3	4	5
45	The faculty use ready-made computer programs that produce contemporary distinctive capabilities and methods.	1	2	3	4	5

Thank you for your time and cooperation!